



Conceptual Proposal (Public-Private Education Facilities and Infrastructure Act)

New George Mason High School (GMHS)

Edgemoor Infrastructure & Real Estate LLC
March 2015



Edgemoor Infrastructure & Real Estate LLC
7500 Old Georgetown Road, 7th Floor
Bethesda, Maryland 20814
w: edgemoordevelopment.com



COVER LETTER

COVER LETTER



March 11, 2015

Mr. Wyatt Shields, City Manager
City of Falls Church
300 Park Ave., Suite 303 East
Falls Church, VA 22046

Dr. Toni Jones, Superintendent of Schools
Falls Church City Public Schools
800 West Broad Street, Suite 203
Falls Church, VA 22046

RE: Conceptual Proposal for New George Mason High School and Land Commercialization

Dear Mr. Shields and Dr. Jones:

Edgemoor Infrastructure & Real Estate LCC, along with our partners (the Edgemoor Team), is pleased to provide our Conceptual Proposal for a new George Mason High School (GMHS) and the commercialization and redevelopment of adjacent land (the Project).

Our team has put together an innovative public-private partnership (PPP) solution that will streamline the delivery of a new, state-of-the-art GMHS without requiring any tax rate increase or direct financial contribution by the City of Falls Church. We can accomplish this by commercializing adjacent publicly-owned land with a transit-oriented, mixed-use development and using a creative financing structure—described in further detail in our proposal. Under our plan, the new high school will open at the start of the 2018–2019 school year and the mixed-use project should be complete by late 2020.

The Project is ideally suited for leveraging the PPP model and especially attractive to the Edgemoor Team, which successfully delivered Mary Ellen Henderson Middle School in 2005 (Edgemoor's affiliate, Public Private Alliances, held the contract with FCCPS and the City). Through our recent successful experience on similar projects, we know can help the City successfully develop, design, construct, and help finance this critical new school facility, as well as lead the redevelopment of the land. The core Edgemoor Team includes local Washington, D.C. area firms who have experience working with the City of Falls Church, including Edgemoor Infrastructure & Real Estate, Moseley Architects, Clark Construction Group, Davis Carter Scott and Walter L. Phillips.

The Edgemoor Team requests that portions of our enclosed response marked **CONFIDENTIAL AND PROPRIETARY** be treated as such. This Conceptual Proposal contains proprietary information that is being submitted pursuant to the Public Private Education Facilities and Infrastructure Act of 2002 (PPEA as set out in Section 56-575.1 et seq). The Conceptual Proposal is exempt from the Virginia Freedom of Information Act (Va. Code §2.2-3700, et seq. and specifically Section 2.2-3705, A, 56) pursuant to Section 2.2-4342 (f) of the Virginia Code relating to Procurement Transactions in general and specifically pursuant to the PPEA in Section 56-575.4, G of the Virginia Code.

In accordance with such provisions of State law:

1. Edgemoor hereby invokes protection of the provisions of the Virginia Code referenced above upon submission of the enclosed proposal response.
2. Edgemoor has clearly identified the portions of the attached proposal response as proprietary, by marking such material with the words **CONFIDENTIAL AND PROPRIETARY**.

3. Edgemoor states the following reasons as to why protection is necessary: (i) the proposal response contains Edgemoor's strategic information for developing, designing and completing the project described in this proposal, as well as confidential financial information regarding Edgemoor and our team firms, their members and their experience, and (ii) disclosing this information would cause substantial economic harm to the competitive position of Edgemoor by allowing its competitors to take advantage of the strategic information for the benefit of their negotiations on this project or on other projects, and by disclosing the confidential and private financial information to the public.
4. Edgemoor further respectfully reserves the right to state with more particularity, at a later date, the reasons why protection is necessary for any specific information that may be sought pursuant to any particular future FOIA request.
5. Edgemoor requests to be notified of any FOIA request with which the City is considering complying that involves any of the information in our Conceptual Proposal marked confidential. Edgemoor further respectfully reserves the right, within a 10 day time-frame, to either withdrawal a portion or the entire Conceptual Proposal.

We also understand that the City may charge a fee to the Edgemoor Team to cover the costs of processing and evaluating this unsolicited proposal. Please let us know when and if payment is required.

The Edgemoor Team is very excited about delivering a new GMHS and we are committed to the success of this Project. **We welcome the opportunity to meet with you in person to discuss our proposal and address any questions you may have. James (Jamie) Martin will serve as our team's main point of contact and his information is below.**

James Martin, Vice President
7500 Old Georgetown Road, 7th Floor
Bethesda, MD 20814
Phone: (O) 301.272.6755 (C) 703.930.2010

Sincerely,
EDGEMOOR INFRASTRUCTURE & REAL ESTATE LLC



James Martin, Vice President



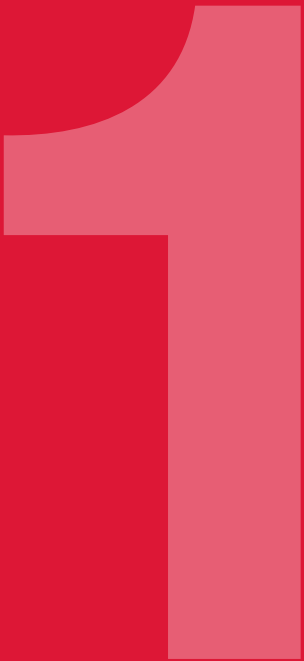
Geoffrey Stricker, Vice President



Brian Dugan, Director

cc: City of Falls Church Purchasing Division
Falls Church City Public Schools Purchasing Division

1. QUALIFICATIONS AND EXPERIENCE



1. Qualifications and Experience

Question 1a *Identify the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the project, the management approach and how each partner and major subcontractor in the structure fits into the overall team.*

Legal Structure

Edgemoor Infrastructure & Real Estate LLC (Edgemoor), a wholly-owned subsidiary of Clark Construction Group, LLC (Clark Construction), will serve as the developer for the turnkey development of the new George Mason High School (GMHS) and the commercialization of adjacent land (collectively, the Project). Edgemoor will oversee the development of the Project by contracting with consultants, contractors, suppliers and others, including Clark Construction, Moseley Architects, Davis Carter Scott (DCS), and other team members.

We refer to the mixed-use project we have planned for the commercialization of the land as Mason Market.

Organizational Structure

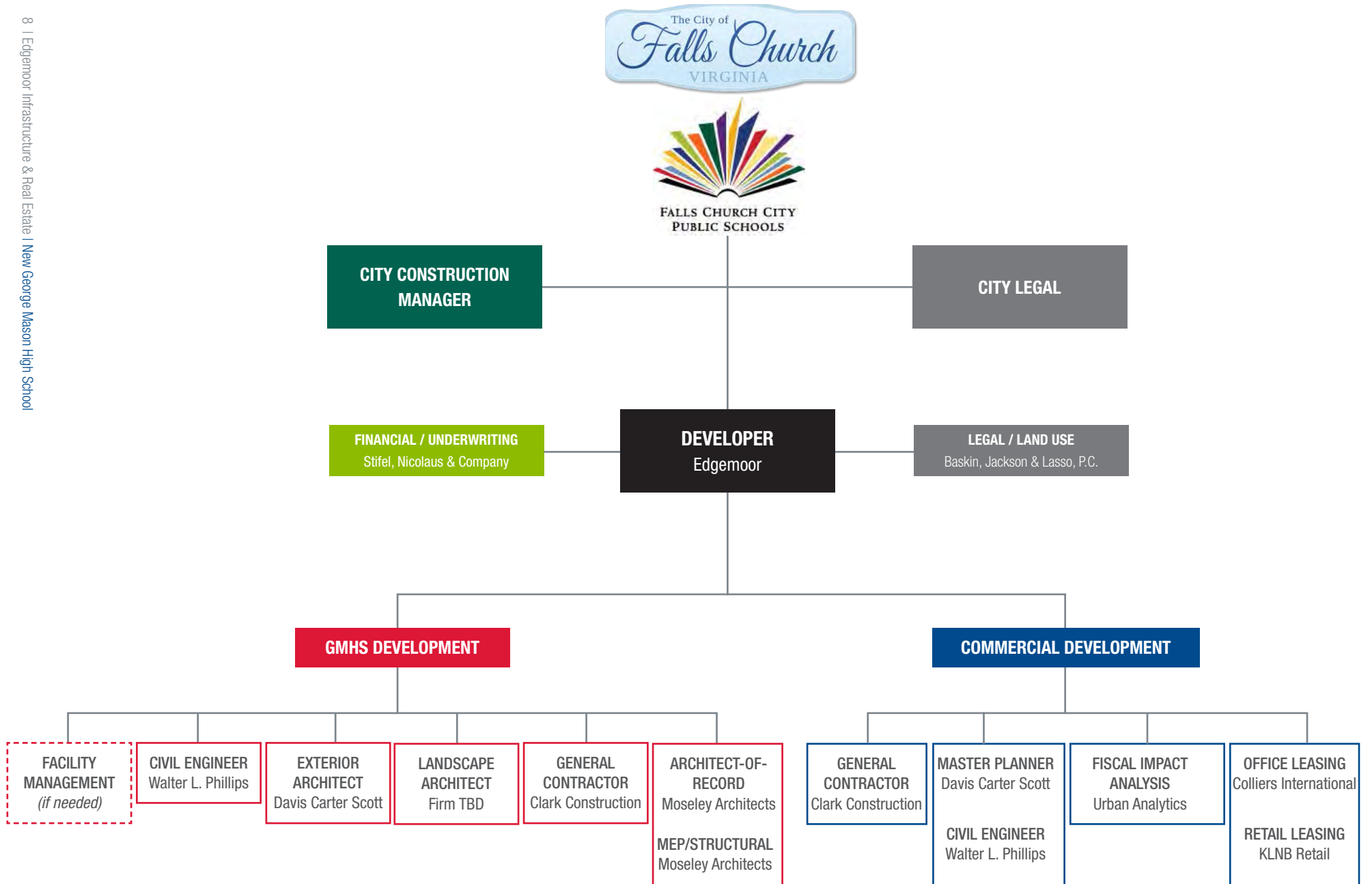
We have organized our team in a manner that allows us to be as efficient as possible in performing our work and delivering our services to the City of Falls Church. This structure is based on years of experience organizing and managing successful fast-track design/build-style and public-private partnership (PPP) pursuits and over 100 years of managing construction projects around the country. In the proposed structure, detailed on the following page, Edgemoor is the Proposer/Developer and will hold the contract with the City of Falls Church. Edgemoor, as the Developer, has overall responsibility for the successful delivery of the Project.

The Edgemoor Team includes the same key team members that collaborated to complete the Mary Ellen Henderson Middle School—the first project awarded in Virginia to build an educational facility under the PPEA. Additionally, Edgemoor assisted Falls Church with the design and entitlement process for the last addition to Mount Daniel Elementary School.

Jamie Martin (Edgemoor) and Kathy Chandler (former Falls Church City School Board Chairman) at the Mary Ellen Henderson Middle School Dedication.



Team Organization



As Architect-of-Record for the new GMHS, Moseley Architects will be responsible for the school programming and interior design work, and most of these critical design services will be performed in-house, including mechanical, electrical, plumbing, and structural design. DCS will serve as the exterior architect for the new GMHS and as master planner for Mason Market. Edgemoor also is teamed with Walter L. Phillips, who will provide civil engineering services for the entire Project.


Moseley Architects and Walter L. Phillips will hold contracts with other design subconsultants, and will work together in a collaborative manner as part of the Edgemoor Team. We feel this contracting structure, **replicated from the successful Mary Ellen Henderson Middle School project**, allows Edgemoor to better manage what we define as two separate, but critical paths on this project—site development and building construction.







We are best positioned, with our own internal design experts and in conjunction with Moseley Architects and DCS, to propose solutions to critical issues during the design of site and building design components. Most importantly, the design teams and firm principals have experience working together with Edgemoor and Clark on many significant projects, both within the City of Falls Church and across the region.

Edgemoor will use Clark Construction as its fast-track contractor for the project. Clark will oversee preconstruction, coordinate with Edgemoor and the design team for pricing phasing and constructability, and manage the construction. Clark will bid the construction work in the field with highly qualified subcontractors and suppliers during the Detailed Phase round of this solicitation. Clark will then contract with the successful bidders upon award.

Team Member Roles

The table below outlines our key firms, including their roles and responsibilities.

FIRM	ROLE/RESPONSIBILITIES
Developer	
Edgemoor Infrastructure & Real Estate 	<ul style="list-style-type: none"> Master Developer for GMHS and Mason Market Develop a collaborative and flexible approach to the fast-track process that supports City of Falls Church and FCCPS participation and input (e.g., community engagement design charrettes process can effectively and quickly develop project goals, alternative concepts, pro/con analysis, group consensus and stakeholder buy-in) Develop an integrated design/construction schedule adapted to jurisdictional approval schedules and ensuring compliance with that schedule Provide timely and accurate cost estimating, value engineering, constructability reviews, and site logistic deliverables Manage zoning, site plan, permit, and other entitlement approvals with Fairfax County and/or City of Falls Church officials
Major Subcontractors	
Clark Construction Group 	<ul style="list-style-type: none"> General contractor for GMHS and Mason Market Oversee preconstruction and early conceptual pricing efforts Manage construction of the project
Moseley Architects 	<ul style="list-style-type: none"> Architect-of-Record/School Programming for GMHS Mechanical/Electrical/Plumbing for GMHS Structural designer for GMHS

FIRM	ROLE/RESPONSIBILITIES
Davis Carter Scott Design 	<ul style="list-style-type: none"> ■ Exterior architect for GMHS ■ Master planner for Mason Market
Walter L. Phillips 	<ul style="list-style-type: none"> ■ Civil engineer and site designer for both GMHS and Mason Market ■ Survey, planning, and entitlement support
Baskin, Jackson & Lasso, P.C.	<ul style="list-style-type: none"> ■ Legal and land use services for GMHS and Mason Market
KLNB Retail 	<ul style="list-style-type: none"> ■ Retail leasing for Mason Market
Colliers International 	<ul style="list-style-type: none"> ■ Office leasing for Mason Market
Urban Analytics 	<ul style="list-style-type: none"> ■ Fiscal and economic analysis for Mason Market
Stifel, Nicolaus & Company 	<ul style="list-style-type: none"> ■ Financial underwriting for GMHS

Working Relationships

The Edgemoor/Clark/Beery Rio (which joined Moseley and took their name in 2012) Team completed Mary Ellen Henderson Middle School—the first project awarded in Virginia to build an educational facility under the PPEA. Simultaneously, Edgemoor assisted the City with the design and entitlement process for the last addition to Mount Daniel Elementary School. Our team's collective PPEA experience, particularly in Falls Church, makes us a uniquely qualified team with experience in design management and approval requirements, permitting, and the community involvement process.

Many of our team members have worked together on prior projects, including several in Falls Church, in the Washington, D.C. metropolitan area, and throughout Virginia. Additionally, many of the key team members have been involved in numerous PPP and PPEA process projects.

Our collective PPEA experience, particularly within the City of Falls Church, makes us a uniquely qualified team with experience in design management, approval requirements, permitting, and the community involvement process.

One Team, Start to Finish

The Edgemoor Team has been structured so that the core members will remain involved throughout the entire life of the project—from the preconstruction phase through the construction phase, including final turnover and occupancy. This Project is incredibly important to our entire team—many of our key personnel are residents of Falls Church and have children who attended GMHS. Together, our integrated team will be accountable for the development, design, and construction as well as assisting with the financing of the new GMHS and the commercial development.

With our core team in place and committed to the Project for its entire duration, the Project will benefit from the continuity between critical phases. The end result is a new state-of-the-art high school and urban development where the purpose and design intent that is conceived during preconstruction is carried through during construction and realized upon delivery and turnover to the City and FCCPS.

Overall Project Management Approach

Our team's overall project management approach is based on a collaborative partnership with the City and FCCPS with Edgemoor serving as the single point of contact and accountability throughout the design and construction of the entire Project.

The Edgemoor Team, illustrated in the organization chart on **page 8**, is a partnership of development, design, construction, and financing leaders with a proven history of delivering PPEA and design-build projects of similar size, scope, and complexity. Each member has been carefully selected to produce a balanced, highly capable team that will meet and exceed the goals of the City and FCCPS for the Project. As a unified team, including experience with the development of Mary Ellen Henderson Middle School for the City and FCCPS, the Edgemoor Team is the most qualified to work with the City. Each member is committed to providing quality development, design, and construction services—while maintaining schedule and budget objectives—ultimately providing the best value to the City and FCCPS.

To fully achieve the objectives of the City and the Project, the Edgemoor Team proposes to lead a multi-phased Project Development Process that includes Project Management, Planning, Design, Construction, and Finance. This multi-disciplinary management approach (outlined in the table below), together with efficient internal and external communications, is the key to the successful implementation of the Project.

Project Development Process	
Project Management	Edgemoor Project leadership will ensure continual focus of all team members and stakeholders on the ultimate achievement of project milestones and goals during the Detailed Proposal Phase. Our key staff will meet weekly to discuss overall progress of the Project, identify key integration issues, agree on resolutions and record outcomes. Additionally, advisors and consultants will provide specialized input as required. These key team members will continue to meet weekly throughout the contract negotiation phase of the Project and then periodically through the delivery phase to ensure that integration is maintained and to confirm the realization of the vision and mission for the Project.
Planning	Edgemoor will work with the City to maximize the value that a new high school and Mason Market development will bring to the City of Falls Church and the surrounding community. The team will not only devise the optimal physical solution, but also will review how phasing and other techniques can give the City the flexibility to grow the scope of this project in the future.

Project Development Process	
Design	Edgemoor will facilitate the necessary design charrettes to achieve a truly state-of-the-art educational facility that is uniquely appropriate for the City of Falls Church. Additionally, Edgemoor will work with the Project design team to ensure that the ultimate product is in keeping with both the vision of the City as well as the budgetary limits. An important responsibility of this team will be integrating design goals within City approval parameters, and ensuring that all necessary approvals are obtained.
Construction	<p>Edgemoor will coordinate and manage a team of preconstruction estimators, project managers, and superintendents, construction support personnel, architects and engineers, and other corporate resources to meet the requirements of the project (including lifecycle studies and value engineering).</p> <p>During construction, we will ensure that the appropriate Quality and Safety Controls are being implemented. Clark's Quality Control program is designed to ensure that construction activities meet or exceed the contract, design, and workmanship requirements. We also will implement an inspection program to ensure that the required testing and certifications are being monitored.</p>
Finance	Edgemoor, in conjunction with the City's finance staff will assist the City in determining the most appropriate financial structure for the project. All program and design decisions will be made recognizing the overall impact on the City's economics and goals. The goal is to minimize development, financial and construction risk, while maximizing the strategic value related to the project.

The Edgemoor Team's approach to project management is grounded in the five project development process pillars, as outlined above. Through our experience on similar education project, we know that stakeholder/community engagement and achieving environmental goals (such as LEED certification) are key pieces of a successful project management approach and project.

A common focus that will be shared by all team members and subcontractors throughout all phases of Project implementation is our commitment to partnering, stakeholder engagement, and client satisfaction.

Community Outreach and Coordination

There are a number of unique factors related to constructing the school building in immediate proximity to two operating schools and athletic facilities. More will be at play here in terms of government and community relations than traditional development sites. From past experience we've learned that the use of quarterly newsletters and project-specific public websites are good ways to keep stakeholders and the public informed of upcoming construction activities and events. These tools have been used with great success of many recent Edgemoor/Clark Construction projects, including the Governor George Deukmejian Courthouse and the UCSF Sandler Neurosciences Center.

On the following page are some examples of public outreach tools that we have successfully used on past projects.

A Clark-led community outreach event



In addition to using various outreach tools to educate and inform stakeholders (e.g., a project website, quarterly newsletters, flyers, etc.) we also will schedule public meetings with the representatives of the School Board, City Council, and Planning Commissioner to inform the citizens of the proposed plans and gather feedback that can be addressed before the application is submitted and the plans become public. After making any necessary adjustments to the design, Edgemoor will schedule meetings with the public groups and associations, including the associations representing the residences near the school, to present the plans and to receive comments on the plans. Such meetings and actions will continue as the zoning, site plans, and permitting process moves forward until the City and School Board determines the project is ready to move forward.

The proximity of the residential, retail, higher education, and transit areas around GMHS requires attention to special areas of interest and concern. Edgemoor will partner with the City to help clearly communicate the methodologies that will be employed to mitigate these issues during design and construction. Below are possible areas of concern that may arise from GMHS faculty and parents of students, neighboring residences, and other community-oriented groups that use or visit GMHS.

- Design of new school building, its placement on the property and potential impacts (light, shadows, noise, traffic, etc.) on the surrounding uses
- Sustainability
- Modifications to bus loading/unloading and school parking and access
- Safety during construction for students, staff, visitors, and neighbors
- Construction traffic
- Construction staff parking
- Construction noise and dirt
- Pedestrian access across school property, especially given its proximity to the West Falls Church Metro station
- Temporary facilities
- Partial demolition of the existing high school
- Past development
- Proximity of hotel/housing to schools
- Traffic congestion and parking management
- On-site parking relocations

Moseley Architects has performed design work for 56 school projects that achieved LEED certification, as well as 50 additional projects that have been registered, including Glen Allen High School—a LEED Gold Certified school.



Clark, Moseley, and DCS are all national leaders in sustainable design and the LEED certification program.

Achieving the City of Falls Church's Environmental Goals

From selecting the right building materials to evaluating the first cost and lifecycle cost of a facility, the Edgemoor Team is committed to guiding the City through every step of the decision-making process. We will ensure that the City receives the most innovative, environmentally conscious, and financially feasible solutions for each project. We take a practical approach to sustainability, analyzing the implications to our clients, communities, and the environment in, both the short and long term.

Our team's buildings tailor high performance, energy-efficient, and sustainable design strategies to the specific requirements of school environments. In designing the new GMHS to be highly sustainable, we intend to make a powerful statement of the City's and FCCPS' commitment to environmentally responsible policies and practices. In addition to creating a state-of-the-art, efficiently operated school, the building itself also becomes a compelling teaching and learning tool.

With over 350 LEED Accredited Professionals (APs) and the recent award as the nation's #2 Top Green General Contractor by *Engineering News Record*, Clark is an industry-wide leader in sustainability. Since delivering the country's first LEED Platinum project over a decade ago, Clark has maintained a focus on green construction by meeting or exceeding owner requirements for LEED certification. Clark's portfolio includes over \$2.8 billion in revenue from green projects, and more than 55 million SF of LEED certified projects delivered or underway.

Moseley Architects also is a national leader in sustainable design and the US Green Building Council's (USGBC) LEED certification program, more specifically within the LEED for Schools program. Moseley has performed design work for 56 completed school projects that have achieved LEED certification, as well as 50 additional projects which have been registered. Under the leadership of Moseley and Clark, our team will assist and guide the City and FCCPS in achieving their environmental goals.

Even before “Green Design” received its name and recognition, DCS was an early believer and implementer of environmental design practices to lower pollution and energy consumption. DCS has worked on nearly 50 LEED projects—totalling more than 13 million SF of LEED space. DCS also has two residential projects that are pursuing Green Globes & Earth Craft certifications.

Question 1b *Describe the experience of the firm or consortium of firms making the proposal and the key principals involved in the proposed project including experience with projects of comparable size and complexity. Describe the length of time in business, business experience, public sector experience and other engagements of the firm or consortium of firms. Include the identity of any firms that will provide design, construction and completion guarantees and warranties, and a description of such guarantees and warranties.*

As national leaders in the development, design, construction, management, and financing of both educational and commercial facilities, the Edgemoor Team is poised to provide the necessary skills and expertise to support the specific and overarching objectives for the Project. We are committed to the success of the City of Falls Church and the entire region, not only through our development, construction, and design business operations, but also through the hiring of locally-owned businesses and the volunteer work we do to give back our communities where we live and work. Our team is committed to a sustainable future, and are believers that diversity is the key to our future success.

Experience of the Firms

Edgemoor has assembled a highly qualified, interdisciplinary team with a unique understanding of the needs of the City of Falls Church with regard to the PPP opportunity for GMHS and the surrounding redevelopment. The Edgemoor Team understands the complexities of this project and offers past experience with development, design, construction, and financing of educational and commercial facilities.

EDGEMOOR INFRASTRUCTURE & REAL ESTATE LLC | DEVELOPER



Length of Time in Business

Edgemoor was founded in 2001 and its executives bring decades of project development experience for the benefit of Edgemoor's public and private sector clients. Edgemoor aims to minimize the burden on client resources and manage risk in the development process while optimizing project functionality, aesthetics, cost, flexibility and accountability. Edgemoor's development experience is broadly diversified by product type and size, geographic location, client objectives and services provided. Edgemoor's approach is founded in common sense analysis infused with innovation and attention to detail.

Business/Public Sector Experience

Edgemoor provides management expertise in the developer role. Having participated in a number of transactions as a partner, Edgemoor appreciates the ownership risks of project development, and the group endeavors to manage each assignment with the client's interests and objectives driving the decision-making process.

In prior PPP projects, Edgemoor has offered clients an extensive range of management services that are tailored to meet each client's specific needs and objectives. We have highlighted below some of the services that could be appropriate for this project

1. Site and Financial Feasibility

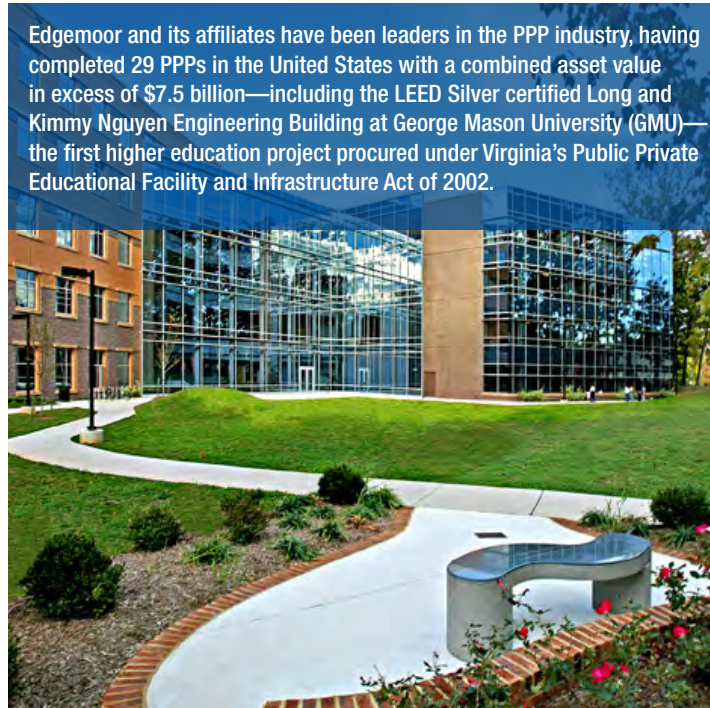
- Site feasibility analysis including zoning impacts, environmental analysis, property, due diligence, utility availability, grading analysis and geo-technical studies
- Project financing feasibility analysis including comprehensive budget and scheduling of all activities
- Market analysis for private components of public-private projects

2. Design

- Suggestion and evaluation of alternative design approaches to reduce cost while maintaining design objectives (value engineering) in all phases of the work including grading, excavation, foundations, structure, mechanical and electrical, landscaping, infrastructure, and signage

3. Construction

- Development of preliminary budgets and schedules to assist in feasibility analysis
- Development of detailed budgets and refined schedules during the design process to ensure conformance with established objectives
- Review of design documents during the schematic, design development and construction document phases for cost, constructability and schedule impacts



4. Development Management

- Development of overall and intermediate programmatic, schedule and cost objectives for the project and management of these items to successful completion
- Organization of the development process including scheduling, prioritizing and coordinating the weekly, monthly and long-term activities of all development team members
- Oversight to ensure that each service provider to the project provides highly qualified personnel at appropriate times and manpower levels to execute their work in a superior manner
- Acquisition of zoning, site plans, building permits and other governmental approvals on behalf of the project
- Fast-track rights-of-way acquisitions and public/private utility relocation
- Maintenance of effective communication with the client regarding the progress of the project including required client actions
- Review and approval of invoices from vendors and maintenance of accounting records in conformance with the project budget

5. Financing Debt and Equity

- Source and determine the viability of interim and permanent financing
- Review of finance/equity options and suggestion of the appropriate financing structure and the types of debt financing to meet the client's objectives
- Negotiation of the terms of debt funding and the necessary documentation related to such capital raising
- Acceleration of key activities to reduce project schedule while working within funding constraints

Edgemoor provides management expertise in the broad development role as well as in the specific area of construction. Other areas of specific expertise that we can provide as appropriate to the project include environmental, traffic, legal, leasing, marketing, and property management services, which are contracted services provided by independent firms.

Guarantees and Warranties

Edgemoor will guarantee all obligations assumed by it under the Comprehensive Agreement. The Clark Construction Group, LLC, or an affiliate, will provide payment and performance bonds. Warranties will be as provided in the American Institute of Architects' documents which will be supplemented by trade specific warranties as typically obtained on a project of this size and nature. Other team members will provide guarantees and/or warranties as required.

Below we provide detailed overviews of each firm on the Edgemoor Team, including business experience, and identification of guarantees and warranties to be provided.

CLARK CONSTRUCTION GROUP, LLC | GENERAL CONTRACTOR



Length of Time in Business

Since its founding in 1906, Clark has become one of the nation's most experienced and respected program managers, development managers and general contractors, with annual revenues at \$4 billion. Headquartered in Bethesda, Md., Clark has regional offices that are strategically located to serve the needs of clients throughout the United States. Clark Construction's continued success is founded on the firm's commitment to client service, project quality, the dedication of its employees and the strong mutual support of the businesses and communities with whom they interact.

Business/Public Sector Experience

Clark is a diversified entity with the ability to meet the needs of clients on a variety of project types, including educational facilities, new construction and renovation of sports facilities, convention centers, performing arts centers, heavy/highway projects, residential, office/corporate, laboratories, airports, rail stations, correctional facilities, waste water treatment and industrial facilities. Projects have been successfully completed for both public and private clients under a variety of project delivery methods including general contracting, construction management, and design/build.

Clark's continued success is based on the firm's commitment to client service, the dedication of its employees and the support of the businesses and communities with whom it interacts. Clark's philosophy is to deliver the highest level of quality within the industry both on time and within budget and to assure that the standards of today's construction meet the stringent requirements set by the company's founder nearly 100 years ago. Additionally, Clark's employees are dedicated to giving back to the communities in which its employees live and work.

Clark is committed to meeting the needs of its clients on every front. From the initial stages of project development through construction completion and commissioning, Clark provides a wide range of services to meet specific needs of its clients and their projects. Clark's capabilities span multiple facets of all types of construction. From client feasibility studies and preconstruction services, design-build delivery methods, construction management and program development, Clark has the specialized expertise required for any type of project.

Clark is one of the nation's most experienced program managers and contractors with a proven track record of successfully delivering projects that meet the client's goals for cost, schedule and quality. Based on relationships in the development, design and construction industries, Clark has repeatedly assembled design/build teams to meet unique requirements of each project.

Clark brings to this project:

- **Significant experience with educational facilities having constructed more than 90 projects valued at over \$4 billion**
- **Over 100 years of national and local development and construction experience**

Clark has been honored with more than 1,300 local and national awards for craftsmanship, including 8 Eagle Awards from the Associated Builders & Contractors, 16 Build America Awards from the Associated General Contractors of America, and 20 DBIA (design-build) awards.

- **Strong local market share with a large following of qualified subcontractors**
- **A successful record of delivering major projects on schedule, within budget and with uncompromising quality, including the Mary Ellen Henderson Middle School Project**
- **Proven construction management systems that will preserve the Falls Church City Public Schools' budget and schedule**

MOSELEY ARCHITECTS | ARCHITECT-OF-RECORD AND MEP

MOSELEYARCHITECTS

Length of Time in Business

Founded in 1969 in Richmond, Virginia, with just two employees, Moseley Architects has since grown organically and through a series of mergers and acquisitions to over 190 employees. From their headquarters in Richmond and offices in Harrisonburg, Fairfax, Virginia Beach, Warrenton, Raleigh, and Charlotte, Moseley Architects has been providing design and construction administration services to educational clients in the Mid-Atlantic and Southeast for over 45 years.

Business/Public Sector Experience

Moseley Architects has provided design and construction administration services for more than 91 high school projects in the last 10 years. In fact, 40 percent of the new high schools bid in Virginia in the past 10 years were Moseley Architects' projects. Moseley Architects, responsible for the new high school interior design and programming, has a commitment to the advancement of learning environment design through its work, research, and involvement in the Council of Educational Facility Planners International (CEFPI). The firm includes seven Recognized Educational Facilities Planners (REFP) as credentialed by cefpi. Both Bill Brown and Jim McCalla sat on the review committee that updated the Virginia Department of Education "Virginia Public School Facility Guidelines" issued September 2013. In the last five years, Moseley Architects has completed 54 high school projects, including 11 new high schools and 43 addition and renovation high school projects. Having been the design partner for the Mary Ellen Henderson Middle School, Moseley understands that the new GMHS will need to accommodate existing programs, curriculum, and technology—while having the flexibility to adapt to programs and technologies not yet imagined.

DAVIS CARTER SCOTT DESIGN | EXTERIOR ARCHITECTURE AND MASTER PLANNER



Length of Time in Business

Davis Carter Scott (DCS) is one of the largest locally-owned architectural and interior architectural firms in the D.C. Metropolitan area, and is active in all areas of land-planning, architecture, interior architecture, and sustainable design. While the firm has grown and changed over 45 years of being in business, the core values on which it was founded—commitment to their profession, community, clients, and employees—have never wavered.

Business/Public Sector Experience

DCS takes great pride in the contributions they have made to the built environment, including award-winning buildings, interiors, and master plans, with over 13 million SF of LEED designed projects. DCS's K-12/higher education experience includes the new Middle School at the Langley School, the new Lower School at the Highland School, the British School of Washington, D.C., and Marymount University Caruthers Hall. Their private housing experience includes 301 Broad Street Apartments (in Falls Church), The Lyric at 440 K Street, The Kinglsey at 500 Madison, and Waterfront Street Condominiums.

WALTER L. PHILLIPS | CIVIL ENGINEER



Length of Time in Business

Walter L. Phillips is headquartered in the City of Falls Church and since 1945, has worked on a wide variety of projects throughout the Washington, D.C. and Northern Virginia areas, including Arlington, Alexandria, Tyson's Corner, and many more.

Business/Public Sector Experience

Walter L. Phillips uses its in-depth experience and knowledge to provide high-quality services to its clients to ensure that projects are successfully completed. The staff of highly-qualified engineers, planners, land surveyors, and landscape architects are dedicated to helping transform Walter L. Phillips' clients' goals into economically-sound and visually-creative projects. The firm has successfully worked with many K-12 schools in the local area, including:

- Trinity Christian School, Fairfax, Virginia
- St. Anthonys Church and School, Fairfax County, Virginia
- Bishop OConnell High School, Arlington, Virginia
- Maret School, Washington, DC
- Washington and Lee High School, Arlington, Virginia
- Dominion Christian School, Fairfax County, Virginia
- Episcopal High School, Alexandria, Virginia
- Thomas Jefferson Elementary School, City of Falls Church, Virginia
- Flint Hill School, Fairfax County, Virginia

BASKIN, JACKSON & LASSO, P.C. | LEGAL/LANDUSE

Length of Time in Business

Baskin, Jackson & Lasso is a general civil practice firm with strong ties within the Falls Church community. This long-standing stability is coupled with their experienced and skilled legal representation. The firm's founder, the late William M. Baskin, set a standard of quality that has been maintained ever since 1950.

Business/Public Sector Experience

Baskin, Jackson & Lasso assist clients in many land use services, including re-zonings, special exceptions, special permits, variances, zoning violation appeals, representation before municipal agencies (boards of supervisors, city councils, planning commissions), and appeals of these matters. The firm also specializes in municipal and state law matters, including land use planning and development, procurement matters, state and local regulatory compliance requirements, legislative affairs, civil rights, telecommunications and the general litigation of cases arising from these matters. Their innovative problem solving aids clients with legislation, litigation, and municipal and state law. **Partner David Lasso has more than two decades of prior government service with the City of Falls Church, VA as the City Attorney and City Manager and Assistant County Attorney in Arlington County, VA.**

In 2014, Stifel Public Public Group led all firms in National K-12 Financing—with 295 issues, totaling \$4.7 billion.

STIFEL, NICOLAUS & COMPANY | FINANCIAL/UNDERWRITING

STIFEL

Length of Time in Business

Stifel, Nicolaus & Company, Incorporated was founded in 1890 and is a publicly held company traded on the New York Stock Exchange. Today, with over 5,000 full-time employees and \$125 billion in client assets under management, Stifel Nicolaus is one of the largest full-service broker dealers off Wall Street. They provide public finance and corporate finance investment banking and advisory services, brokerage trading and sales, investment advising and related financial services to individuals, institutions, governments, and corporations.

Business/Public Sector Experience

Stifel, Nicolaus & Company has more than 300 branch office retail network with over 2,000 retail salesmen managing over \$126 billion in assets under management. Stifel also has more than 9,700 Virginia retail accounts, with over \$1.4 billion in assets under management.

COLLIERS INTERNATIONAL | OFFICE LEASING



Length of Time in Business

In 1904, Ronald Maitland, a junior bank clerk with the Royal Bank of Canada, was hired as a clerk for Macaulay Nicolls. Then, in 1984, Colliers International joined forces with Macaulay Nicolls Maitland, leading the shift in the industry from regional real estate companies to global services organizations. This prompted MNM to change its name to Colliers Macaulay Nicolls and later to Colliers International.

Business/Public Sector Experience

Colliers International is a global leader in real estate services with more than 15,800 professionals operating out of 485 offices in 63 countries. As a subsidiary of FirstService Corporation (NASDAQ: FSRV), Colliers offers the stability of a strong financial partner and significant local ownership providing clients with accountability and enterprising real estate solutions. Locally, Colliers International DC, LLC has 80 employees, providing a full-range of services in Washington, D.C., and in Vienna, Virginia. **The Northern Virginia Agency Team, led by Andy Klaff, has over 70 years of combined experience in marketing office buildings for regional and institution clients** like Prudential Real Estate Investors, The Alter Group, Vornado Realty Trust, Penzance Companies, Principal Real Estate Investors, Carr Properties, New York Life, and MRP. The Colliers team will be providing leasing and marketing services for a future office buildings to prospective tenants.

KLNB RETAIL | RETAIL LEASING



Length of Time in Business

Founded in 1968, KLNB, LLC is the dominant provider of commercial real estate services throughout the Mid-Atlantic Region. The entity serves as the holding company that includes KLNB Retail, which specializes in the sale and leasing of retail projects and tenant representation, as well as NAI KLNB, a division that focuses on the sale and leasing of commercial office, industrial, and warehouse properties. Investment Sales and Residential Land Sales divisions also are included within the family of companies. In 2014, the company achieved \$1.27 billion in commercial real estate transactions through the lease or sale of more than 10 million square feet of commercial office, warehouse, industrial, and retail space via approximately 1,000 separate transactions.

Business/Public Sector Experience

KLNB Retail provides a full complement of site selection, market research, leasing, investment sales, and land sales services to national and regional shopping center owners, developers, and retailers across the Mid-Atlantic region. KLNB Retail professionals assist clients with the leasing and sale of freestanding properties, shopping centers, power centers, urban retail, life style centers, and other retail properties. Tenant representation specialists handle site selection needs for some of the nation's top retailers, including:

- Walmart
- Harris Teeter
- Kohl's
- Dick's Sporting Goods
- TJ Maxx
- Ulta
- Chick-fil-A
- Wells Fargo Bank

URBAN ANALYTICS | IMPACT ANALYSIS



Length of Time in Business

Urban Analytics is a real estate and urban planning consulting firm providing high-level urban development analytical services. Since 1996, Urban Analytics has provided specialized real estate financial analyses, market studies, economic and fiscal impact studies, portfolio analyses, and real estate asset management services to private, public, and institutional sector clients.

Business/Public Sector Experience

Examples of the Urban Analytics's public sector assignments include a study of housing conditions in Charles County, Maryland for the Charles County Board of Supervisors; a countywide fiscal and economic study for the Prince William County, Virginia Planning and Finance Departments; a citywide and countywide fiscal study (with multiple school districts) for the City of Topeka and Shawnee County, Kansas; a countywide fiscal study with long-term growth scenarios (including a no-growth scenario) for the Queen Anne's County, Maryland Economic Development Authority; a town-wide fiscal, economic, and capital asset impact study for the towns of Trappe, Denton and Vienna, Maryland; an economic and fiscal impact analysis of a proposed video lottery terminal (slots) gaming facility in Cecil County, Maryland and the Town of Perryville, Maryland; and a fiscal impact analysis of the U.S. Government Department of Defense spending statewide in the State of Virginia.

Examples of the Urban Analytics private sector assignments include developing long-term financial forecasting and market simulation scenarios on almost eight million SF of existing and build-to-suit commercial office buildings in northern Virginia; developing a pro forma model for the proposed Cold War Museum in Lorton, Virginia; and various economic and fiscal impact analyses of large-scale residential and non-residential land use projects.

Key Principals Involved in the Proposed Project

Edgemoor has selected a highly qualified project team to deliver the new GMHS and commercial development projects. On **pages 23-37**, we have provided resumes for key project personnel. An organization chart depicting the team composition and structure for the Project is located on **page 8**.

A key to success for the Edgemoor/Clark South County Secondary School (a PPEA project) was the financial structure proposed by Edgemoor. This structure allowed the school to be built three years ahead of its previous schedule without delaying or diverting resources from other school projects that had been budgeted in Fairfax County School's Capital Improvement Program.



JAMIE MARTIN, P.E., LEED AP | Development Project Manager



Jamie Martin served as Development Executive on a number of P3 projects, including the Mary Ellen Henderson Middle School, the first P3 project delivered under PPEA legislation in Virginia, and the South County Secondary School in Lorton, VA. He has more than 29 years experience in land acquisition and disposition, land use entitlements, public/private transaction structuring, development budget management, design and construction management, financing real estate transactions, marketing and leasing and performing asset management for company owned assets. Jamie also has extensive experience in development of public-private projects, serving most recently as a Vice President of Development for Edgemoor on the Governor George Deukmejian Courthouse in Long Beach, California, the first social infrastructure P3 project in the United States.

Selected Project Experience



Falls Church Resident

EDUCATION

Master of Business Administration,
George Mason University

Bachelor of Science, Civil Engineering,
Virginia Tech

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer,
Commonwealth of Virginia

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

Falls Church Education Foundation,
Former Board Member

Urban Land Institute

National Association of Industrial and
Office Properties

American Society of Civil Engineers

SOUTH COUNTY SECONDARY SCHOOL | LORTON, VIRGINIA

Development Executive. This design/build/finance \$64 million high school was delivered through an innovative financial and development structure proposed by Edgemoor. This structure allowed the school to be delivered three years ahead of its original capital program schedule without delaying or diverting resources from other school projects that were then budgeted in Fairfax County School's Capital Improvement Program.

MARY ELLEN HENDERSON MIDDLE SCHOOL | FALLS CHURCH, VIRGINIA

Development Executive. This 136,000 SF school features technologically advanced, flexible learning environments. In addition to classrooms, a cafeteria/auditorium, gymnasium, art lab, library, science and computer rooms, and media production area are included in the program. This project was the first Public-Private Partnership project awarded in Virginia to build an educational facility using the "Public Private Educational Facility & Infrastructure Act of 2002." As an additional service under the contract for the Mary Ellen Henderson Middle School, Edgemoor provided development services for the design, entitlement and permits for the last addition to Mount Daniel Elementary School.

TRINITY CENTRE | CENTREVILLE, VIRGINIA

Development Executive. Jamie served as the Development Executive responsible for Trinity Centre, a 70-acre development of over 1.2 million SF, including office buildings, three full service restaurants, a 93,000 SF fitness center and a 140-room hotel. Responsibilities include all facets of development and asset management.

CROWN CENTER | NEWINGTON, VIRGINIA

Development Executive. Jamie served as the Development Executive responsible for completion, lease-up and disposition of Crown Center, a flex-office development consisting of 230,000 SF.

GOVERNOR GEORGE DEUKMEJIAN COURTHOUSE | LONG BEACH, CALIFORNIA

Development Executive. Executive responsibility for overseeing all turnkey development activities including design-build construction, community relations, and coordination with the construction team, the operating service provider, the state, city, county and other stakeholders. The 545,000 SF building houses 31 court rooms, as well as courts administration and County lease space under a Design-Build-Finance-Operate-Maintain project structure.

GEOFF STRICKER | Development Manager



Geoff Stricker provides executive level oversight for the planning and execution of a portfolio of infrastructure and real estate deals, including public-private partnerships. Since joining Edgemoor Infrastructure & Real Estate in 2001, he has played an instrumental role in developing public-private opportunities for the company in the fields of higher education, K-12 education, and transportation, including the Route 28 Corridor Improvements Project of Fairfax and Loudoun Counties and the Long and Kimmy Nguyen Building at George Mason University. Geoff led the development efforts for the public-private partnership delivery of UCSF Sandler Neurosciences Building, a research and laboratory facility, at UCSF's Mission Bay Campus, and oversaw the financial and transaction structuring for the project.

Selected Project Experience



Falls Church Resident

EDUCATION

Masters of Business Administration,
McDonough School of Business, Georgetown
University

Bachelor of Arts, Economics,
Clark University

PROFESSIONAL AFFILIATIONS

Member, Urban Land Institute

SOUTH COUNTY SECONDARY SCHOOL | LORTON, VIRGINIA

Managing Director. This design/build/finance \$64 million high school was delivered through an innovative financial and development structure proposed by Edgemoor. This structure allowed the school to be delivered three years ahead of its original capital program schedule without delaying or diverting resources from other school projects that were then budgeted in Fairfax County School's Capital Improvement Program. The development proposal called for the monetization of unused Fairfax County land assets, thereby lowering the overall net cost of the school project to the County.

MARY ELLEN HENDERSON MIDDLE SCHOOL | FALLS CHURCH, VIRGINIA

Managing Director. This 136,000 SF school features technologically advanced, flexible learning environments. In addition to classrooms, a cafeteria/auditorium, gymnasium, art lab, library, science and computer rooms, and media production area are included in the program. This project was the first Public-Private Partnership project awarded in Virginia to build an educational facility using the "Public Private Educational Facility & Infrastructure Act of 2002." As an additional service under the contract for the Mary Ellen Henderson Middle School, Edgemoor provided development services for the design, entitlement and permits for the last addition to Mount Daniel Elementary School.

UCSF SANDLER NEUROSCIENCES CENTER | SAN FRANCISCO, CALIFORNIA

Managing Director. Responsible for transaction structuring, concept development, and overall team leadership. Edgemoor/McCarthy Cook Partners LLC entered into a public-private partnership agreement with the University of California, San Francisco (UCSF) to develop, finance, design, construct, and manage the Sandler Neurosciences Building on UCSF's Mission Bay Campus. The 237,000 GSF building has both clinical and laboratory research space, BSL-3 space, a vivarium, auditorium, and support/office space.

GEORGE MASON UNIVERSITY – LONG AND KIMMY NGUYEN ENGINEERING BUILDING | FAIRFAX, VIRGINIA

Managing Director. Responsible for transaction structuring, concept development, and overall team leadership. Positioned on a prominent site at the entrance to George Mason's main campus, the 180,000 SF building contains 80,000 SF of academic space and 80,000 SF of research space. An additional 20,000 SF of private space creates a collaborative research environment between the University and the private sector.

BRIAN DUGAN | Project Manager



EDUCATION

Masters of Business Administration, UCLA
Anderson School of Management

Bachelor of Science, Finance and Marketing,
University of Virginia McIntire School of
Commerce

PROFESSIONAL AFFILIATIONS

Board Treasurer for an NGO Lagoon
Foundation

Member, Water Environment Federation
(WEF)

Brian Dugan joined Edgemoor in 2013 and is responsible for the development of new business opportunities, permitting, budgeting, transaction structuring and contract negotiations. Brian has extensive experience in project finance and infrastructure development. He has a track record of success working with the public to overcome complex challenges through creative public-private partnership solutions. Prior to joining Edgemoor, Brian was a Director with Poseidon Water, which specializes in developing, financing and owning water-related infrastructure projects for public offtakers. Brian focused on Poseidon's Southern California projects while also supporting development efforts in Florida and Texas.

Selected Project Experience

MCCORMICK PLACE CONVENTION CENTER HEADQUARTERS HOTEL | CHICAGO, ILLINOIS

Director. This \$390 million public private partnership project was procured as a design-build-finance (DBF) for a new 1,200-key Marriott Marquis headquarters hotel for the McCormick Place Convention Center. As a member of the Clark Construction team, Edgemoor structured the private financing plan for the proposal. The Clark team was awarded the project and is finalizing the contract with the public agency that owns McCormick Place, the Metropolitan Pier and Exposition Authority (MPEA). While it is currently anticipated that MPEA will publicly finance the facility, Edgemoor offered and analyzed a variety of financing options for MPEA, including combinations of taxable and tax-exempt Bond Anticipation Notes (BAN) with taxable and tax-exempt construction term loans. Through its innovative structuring and market reach, Edgemoor helped save MPEA millions in project financing costs.

CARLSBAD SEAWATER DESALINATION PROJECT | CARLSBAD, CALIFORNIA

Director of Finance and Project Development. Prior to joining Edgemoor, Brian was integral in developing and closing financing on this billion dollar large-scale seawater desalination plant and associated 10 mile pipeline in San Diego County in 2012, during his five years with the project's owner/developer, Poseidon Water. The project was delivered via an innovative design-build-finance-operate-maintain (DBFOM) public private partnership between Poseidon and the San Diego County Water Authority. The project is currently under construction and will be the largest seawater desalination plant in the Western Hemisphere, providing the San Diego region with 10% of its water supply. Bloomberg heralded it as the largest U.S. project finance deal of 2012 and the project has received numerous awards, including North American Infrastructure Deal of the Year (Infrastructure Investor), North American Water Deal of the Year (Project Finance Magazine), and Desalination Deal of the Year (Global Water Intelligence).

DAVID TACCHETTI | Construction Project Executive



EDUCATION

Masters of Business Administration,
University of Maryland

Bachelor of Science, Civil Engineering,
University of Maryland

PROFESSIONAL REGISTRATIONS

OSHA 30-Hour Trained

David Tacchetti has extensive experience with the delivery of education projects, including more than 15 academic facilities for higher education clients. He is an excellent team player and leader within Clark's education business unit. David is excellent at leading the preconstruction, as well as construction efforts of very relevant academic and student housing facility projects. He has worked on numerous projects with Ken Carlson, Jamie Martin, and Geoff Stricker, including the Long and Kimmy Nguyen Building at GMU (a PPP project).

Selected Project Experience

GEORGE MASON UNIVERSITY – LONG AND KIMMY NGUYEN ENGINEERING BUILDING | FAIRFAX, VIRGINIA

Construction Executive. Clark provided design-build services for this 180,000 GSF, five-story structure. The new engineering, academics, and research building includes classrooms, office space, a lecture hall, server rooms, dry labs, and a four-story atrium (80,000 SF of academic space and 80,000 SF of research space). This project was LEED Silver Certified and the contract value totaled \$54,000,000.

BOWIE STATE UNIVERSITY, CENTER FOR NATURAL SCIENCE, MATHEMATICS AND NURSING | BOWIE, MARYLAND

Construction Executive. The 150,000 SF center will provide Bowie State University with state-of-the-art classrooms, teaching and research laboratories, and computer labs. The research lab suite includes a collaborative lab environment for chemistry, biology and physics, with core labs for microscopy, spectrometry, and an NMR. Flexible design in regards to architecture, equipment, and technology, maximize utilization and future programmatic needs. Multi-purpose rooms are open in plan, and have multiple uses, including lectures, group learning, and may also be equipped with perimeter beds for a more traditional nursing skills format.

HOWARD UNIVERSITY RESIDENCE HALLS | WASHINGTON, DC

Construction Executive. Clark, serving as the Construction Manager-at-Risk, is providing preconstruction and construction phase services for the construction of two undergraduate residential buildings for Howard University. The seven-story, 138,500 SF College Building Residence Hall contains 240 units, and the six-story, 257,100 SF Bryant Building Residence Hall contains 459 units. The Howard University Undergraduate Residence Halls project is being constructed to achieve LEED Silver certification.

MONTGOMERY COLLEGE – ROCKVILLE SCIENCE CENTER | ROCKVILLE, MARYLAND

Construction Executive. Construction of a four-story, 141,000 GSF, cast-in-place concrete Science Center. The new Science Center supports the College's Science East and Science West buildings and connects to Science East by a four-story atrium. The building features offices, classrooms, a connected greenhouse, a rooftop observatory, and laboratory space for biology, genetics, chemistry, physics, geology, and astronomy. The Science Center is designed to achieve LEED Gold certification and includes photovoltaic solar panels, a green roof, and a Rain Screen waterproofing system.

KEN CARLSON, P.E. | Senior Preconstruction Manager



EDUCATION

Bachelor of Science, Civil Engineering, Union College

PROFESSIONAL REGISTRATIONS

Professional Engineer in MD, VA, CA

Ken Carlson will ensure that the full resources of Clark's in-house Preconstruction Department are made available in order to accurately predict construction costs and deliver a project that meets your functional, aesthetic and budgetary requirements. Additionally, he will be responsible for managing and providing all aspects of preconstruction services including the development of cost estimates and cost savings suggestions (value engineering), and the preparation of document reviews and constructability reviews—to predict and accurately achieve construction budgets.

Selected Project Experience

MARY ELLEN HENDERSON MIDDLE SCHOOL | FALLS CHURCH, VA

Preconstruction Manager. Finance/develop/design/build delivery of a four-story, 131,000 GSF, turnkey facility for grades five through seven. Interior work included classrooms, cafetorium, gymnasium, and media center. Soccer fields and additional site work concluded exterior work.

SOUTH COUNTY SECONDARY SCHOOL | FAIRFAX COUNTY, VA

Preconstruction Manager. 386,000 GSF, turnkey design/build/finance delivery of a state-of-the-art high school. Interior work included classrooms, auditorium, black box theatre, gymnasium, media center, and cafeteria. Exterior site work on 70 acres included football and baseball stadiums, as well as other athletic fields.

GEORGE MASON UNIVERSITY – LONG AND KIMMY NGUYEN ENGINEERING BUILDING | FAIRFAX, VIRGINIA

Preconstruction Manager. Clark provided design-build services for this 180,000 GSF, five-story structure. The new engineering, academics, and research building includes classrooms, office space, a lecture hall, server rooms, dry labs, and a four-story atrium (80,000 SF of academic space and 80,000 SF of research space). This project was LEED Silver Certified and the contract value totaled \$54,000,000. As Preconstruction Manager, Ken was responsible for the development and coordination of conceptual, schematic and design development estimates. He managed the value engineering process and product selection during the design phase of the process. Mr. Carlson provided cost-saving solutions and participated in regular discussions with the client and architect to evaluate changes in scope.

MONTGOMERY COLLEGE – ROCKVILLE SCIENCE CENTER | ROCKVILLE, MARYLAND

Preconstruction Manager. Construction of a four-story, 141,000 GSF, cast-in-place concrete Science Center. The new Science Center supports the College's Science East and Science West buildings and connects to Science East by a four-story atrium. The building features offices, classrooms, a connected greenhouse, a rooftop observatory, and laboratory space for biology, genetics, chemistry, physics, geology, and astronomy. The Science Center is designed to achieve LEED Gold certification and includes photovoltaic solar panels, a green roof, and a Rain Screen waterproofing system.

WILLIAM BROWN, AIA, REFP, LEED AP | Design Project Manager



MOSELEYARCHITECTS

EDUCATION

Bachelor of Architecture, Virginia Polytechnic Institute and State University

PROFESSIONAL REGISTRATIONS

Licensed Architect, Commonwealth of Virginia

LEED Accredited Professional

Recognized Educational Facility Planner (REFP)

PROFESSIONAL AFFILIATIONS

Council of Education Facility Planners International

American Institute of Architects

U.S. Green Building Council

Virginia Sustainable Buildings Network

Bill Brown has more than 30 years of educational facility planning experience that includes programming, pre-planning, feasibility studies, and the design of numerous educational facility projects. He has been repeatedly involved in the comprehensive planning of state-of-the-art facilities that incorporate advanced technology and high-performance design features. Bill serves as a vice president and K-12 managing principal of our Fairfax office. He is a recognized Educational Facilities Planner through the Council of Educational Facilities Planners International and has served as President of the Virginia and Southeast Chapter. Presently, Bill serves as a director on the Virginia Society AIA Board of Directors. Bill has been a LEED Accredited Professional through the United States Green Building Council since 2002.

Selected Project Experience

MARY ELLEN HENDERSON MIDDLE SCHOOL | FALLS CHURCH, VIRGINIA

Bill served as the managing principal of this master plan for a new middle school. As part of a Public/Private Partnership, Falls Church City Public Schools selected the Public Private Alliances team to build a new school with private funds and lease the school building back to the City. This innovative funding mechanism allowed the Falls Church City Public Schools to build a much needed middle school to relieve the overcrowding at George Mason High School. The 136,000 SF school houses a unique grade configuration of fifth, sixth, and seventh grade students in a facility which is directly adjacent to the existing George Mason High School. The proximity of the two schools allows the students, teachers and administrators to share the resources of both facilities. The architectural concept of the building plan reinforces "small learning communities" and gave each of the three grades a unique identity and sense of place. Classrooms are configured around a commons with teacher planning areas. The cafetorium expands into the band room to accommodate large groups for performances. The project was delivered under the PPEA delivery method and, as such, was a collaborative effort inclusive of the owner, design team, and development and construction team to deliver a state-of-the-art facility at a guaranteed maximum price.

FAIRFAX HIGH SCHOOL | FAIRFAX, VIRGINIA

The project began with creating a master plan that centered around Fairfax High School program requirements. During this process, the master plan revealed the need to renovate and expand the high school in order to comply with the city's educational vision and Fairfax County Public School educational specifications. Consequently, the renovations and expansions included reorganizing spaces; enlarging classrooms; adding teacher planning spaces, breakout spaces, and common areas; and introducing natural light into interior spaces.

SENECA VALLEY HIGH SCHOOL | GERMANTOWN, MARYLAND

The capacity of the school will increase from 1,374 students to 1,994 students with a master-planned core capacity for 2,400 students. The flexible building design for the school will accommodate current and future high school programs and delivery models. A philosophy of adaptable classrooms will facilitate various presentation formats and learning activities. Interactive education computer technology has been incorporated in the plan. The school will be designed to include multi-purpose areas and movable furniture to facilitate various presentation formats, project collaboration, and learning activities.

KENNY DURRETT, LEED AP | Project Architect



MOSELEYARCHITECTS

EDUCATION

Bachelor of Architecture, Virginia Tech

PROFESSIONAL REGISTRATIONS

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

Council of Education Facility Planners
International

Kenny Durrett has 20 years of experience in the production of construction documents and will assist in the architectural development of your project. His responsibilities will include preliminary design, production of working drawings, construction administration and coordination of consultants.

Selected Project Experience

HENRICO HIGH SCHOOL | FAIRFIELD, VIRGINIA

The project includes the renovation of an existing campus style high school of approximately 166,000 SF which houses a Center for the Arts Specialty Center and an International Baccalaureate Program to which Moseley Architects has recently completed classroom buildings and a cafeteria as well as an addition/renovation of the fieldhouse adding a total of over 27,000 additional SF. Currently Moseley Architects has been retained for a major renovation evaluating the space and site utilization as well as exploring methods to enhance programmatic functions.

WARHILL HIGH SCHOOL | WILLIAMSBURG, VIRGINIA

This two-story facility is a spacious, well-lit, functional, technologically-advanced facility for the historic Virginia community. The two-story media center is surrounded by science labs and classrooms on the second level, which creates the school's science department. A second-floor bridge, with room for administrative office space, connects two classroom wings on the upstairs portion of the building. The facility also includes a courtyard that is adjacent to the media center. Daylight is maximized throughout the building with clerestory windows.

COSBY HIGH SCHOOL | CHESTERFIELD, VIRGINIA

Designed with four academic houses that create interdisciplinary learning environments for students' core subjects, each house has classrooms, science classrooms, student resource areas, and teacher work areas. Specialty learning labs located outside the academic houses include music, art, engineering, computer-assisted design and drafting (CADD) and technology labs. A centrally-located forum provides a flexible area for performance, testing, lectures, and student activities. The two-story media center can be accessed from either floor and is prominently located in the center of the school. Public areas including the auditorium, commons and gymnasium can be accessed after-hours from separate entrances.

MURRAY WALKER, INT'L, AIA, LEED AP | Project Director, Multifamily Sector



EDUCATION

Bachelor of Architecture, University of Auckland, Auckland, New Zealand

PROFESSIONAL REGISTRATIONS

Registered Architect in Australia, New Zealand

LEED Accredited Professional, Building Design + Construction

PROFESSIONAL AFFILIATIONS

International Member, American Institute of Architects

Prior to joining the firm, Murray Walker has 30 years of experience working on projects throughout New Zealand and Australia, as well as Hong Kong, Papua New Guinea and currently within the Washington Metropolitan Area. His impressive portfolio includes residential and corporate experience, as well as masterplanning and mixed-use facilities.

Selected Project Experience

301 BROAD STREET APARTMENTS | FALLS CHURCH, VA

Project Director. Design of a new 234-unit apartment building above a Harris Teeter grocery store with 2-levels of below-grade parking in the heart of the City of Falls Church. Client: Rushmark Properties.

THE LYRIC AT 440 K STREET NW | WASHINGTON, DC

Project Director. Design of a 222,000 SF multifamily projects, consisting of 234 apartment units, 38,000 SF Garage and approx. 9,450 SF of ground floor retail, in the NoMA District of Washington, DC. Client: Quadrangle Development Corp.

THE KINGSLEY AT 500 MADISON | ALEXANDRIA, VA

Project Director/Architect-of-Record. Responsible for a new 237,236 SF apartment building with 179 units above a 58,821 SF Harris Teeter grocery store and 2 levels of below grade parking in Old Town Alexandria. Retail is designed to for LEED CS Silver certification and the residential portion of the project will be either Earth Craft or Green Globes. Client: Buchanan Partners.

PIERCE-QUEEN APARTMENTS | ARLINGTON, VA

Project Director. Design of a 12-story new apartment building featuring 186 units above 3-levels of below-grade parking and the renovation of two existing buildings with 12 units. Client: Bozzuto Development Co.

THE GATEWAY AT KING & BEAUREGARD | ALEXANDRIA, VA

Project Director. Master Plan and design of a mixed use development, consisting of 750,000 SF building with residential, office and parking. Project features 400 rental units over a grocery store. Client: Abramson Properties.

WATERFRONT STREET CONDOMINIUMS | NATIONAL HARBOR, MD

Project Director. Design of a new four-level, high-end condominium project over two levels of retail and two levels of below grade parking in the new mixed use development, National Harbor. Client: Peterson Companies.

DOUGLAS CARTER, AIA | Principal-in-Charge



EDUCATION

Diploma in Architecture, Leeds School of Architecture and Town Planning, Leeds, England

PROFESSIONAL REGISTRATIONS

Registered Architect in VA (#0401003435), MD, DC and 15 other states

NCARB Certified #45105

PROFESSIONAL AFFILIATIONS

Board Member, Fairfax Energy Task Force

Member, Urban Land Institute

Doug Carter is the Founding Principal of Davis, Carter, Scott and offers a wealth of knowledge and expertise in all aspects of architectural planning and design. With over 50 years of experience, Doug is renowned for his abilities to create and conceptualize a design that reflects the client's vision as well as the practical requirements and objectives. His work has been featured in Architectural Record, Building Design, Design and Construction, Urban Design Institute Publications, Newsweek and Time, as well as numerous local business publications.

Selected Project Experience

NEW MIDDLE SCHOOL AT THE LANGLEY SCHOOL | MCLEAN, VA

Principal-in-Charge. Design of a new 28,000 SF Middle School within the constraints of the surrounding School campus, replacing the existing buildings of the original Middle School. The school serves levels Preschool to 8th Grade.

NEW LOWER SCHOOL AT HIGHLAND SCHOOL | WARRENTON, VA

Principal-in-Charge. Design of a new 55,000 SF lower school to the Highland School campus, adding 18 classrooms, expanding the school's capacity for a growing enrolment.

BRITISH SCHOOL OF WASHINGTON, DC | WASHINGTON, DC

Principal-in-Charge. Conversion of a Georgetown University administrative building into a 71,000 SF private school serving levels Pre-Kindergarten to Grade 12. Approximately 325 students from 40 cultural backgrounds are typically enrolled.

ARLINGTON MILL COMMUNITY CENTER | ARLINGTON, VA

Principal-in-Charge. Adaptive reuse of an old abandoned Safeway store into a 26,000 SF education and community center.

ARLINGTON MILL COMMUNITY CENTER (2013) | ARLINGTON, VA

Principal-in-Charge. Design of a 270,000 SF mixed use development which features a 3-story Community Center, 190-condo units located above and behind the Center, as well as providing a above/below-grade garage for 320 cars.

MARYMOUNT UNIVERSITY CARUTHERS HALL | ARLINGTON, VA

Principal-in-Charge. Design of a 52,000 SF Academic facility with state-of-the-art classroom and laboratories to serve Health Sciences, Chemistry, Physics and Biology studies. To make the site more efficient, the building was built above 145,000 SF structured parking for 370 cars which also supported a 75,000 SF dormitory. The project was designed for LEED NC certification.

PAUL GAGNON, P.E. | Structural Engineer



MOSELEYARCHITECTS

EDUCATION

Bachelor of Science, Structural Engineering,
University of Connecticut

PROFESSIONAL REGISTRATIONS

Professional Engineer, Commonwealth of
Virginia

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

Virginia Structural Engineers Council

Paul Gagnon has 25 years of experience in structural engineering. He will be responsible for the required structural alterations and constructability, as well as implementation, production, and timely coordination and completion of all structural elements.

Selected Project Experience

HERITAGE HIGH SCHOOL | LYNCHBURG, VIRGINIA

Lead Structural Engineer. The new Heritage High School includes school administration, guidance and career center, comprehensive CTE spaces (culinary, cosmetology, information technology, building and construction trades), a 2,200-seat gymnasium with 133m indoor track, a 600-seat auditorium, a media center with social hub spaces, science labs, performing and visual arts spaces and core classrooms. The Central Virginia Governor's School will also be housed in the new Heritage High School and will include a variety of classroom and lab spaces as well as student collaboration spaces.

PATRIOT HIGH SCHOOL | NOKESVILLE, VIRGINIA

Lead Structural Engineer. As the county's eleventh high school, students benefit from a dedicated culinary arts area with commercial kitchen, a television studio, and a complete media center containing computer areas for research and instructional use. State-of-the-art technology is incorporated into the building, including a fully functional local area computer network; wireless access; classrooms equipped for interactive white boards; and video and remote computer monitor use within the classroom. A computerized temperature control system with remote monitoring and reporting offers energy efficiency and cost savings.

HUGUENOT HIGH SCHOOL | RICHMOND, VIRGINIA

Lead Structural Engineer. The new Huguenot High School will replace the existing high school which has been in operation for almost 50 years. The new facility will be constructed adjacent to the existing school and the existing school will remain in operation during the course of construction. Construction goals include academic, athletic, and community use functions. The new school will be a STEM (Science, Technology, Engineering, and Mathematics) focused school. This project is LEED® (Leadership in Energy and Environmental Design) registered with the U.S. Green Building Council.

TRAILSIDE MIDDLE SCHOOL | LOUDOUN COUNTY, VIRGINIA

Lead Structural Engineer. The new school will be situated on a 42.2 acre site along Claiborne Parkway and Gloucester Parkway. The site contains paved parking lots and travel ways, athletic fields, hard surface basketball courts, storm water management facilities, bioretention facilities (rain gardens), sidewalks and trails, landscaping, and a Trailside Rest Area. The school includes architectural casework, food service equipment, specialties, and a two-story academic wing. The programmatically relevant spaces include classrooms, computer classrooms, a media center, gymnasiums, locker rooms, an auditorium, a music suite, and an elevator. With support from the school community and administration, the new school will model sustainable operating and maintenance practices, as well as encourage a healthy learning environment. Sustainable goals were approved through a series of meetings between the design team and owner.

MICHAEL HURD, P.E. | Mechanical Engineer



MOSELEYARCHITECTS

EDUCATION

Bachelor of Science, Mechanical Engineering
Technology, Virginia Tech

PROFESSIONAL REGISTRATIONS

Professional Engineer, Commonwealth of
Virginia

PROFESSIONAL AFFILIATIONS

ASHRAE

American Council of Engineering Companies
of Virginia

ACE Mentoring of Central Virginia (Board
Member)

Mike Hurd has spent more than 35 years helping public agencies address their engineering needs. Prior to joining Moseley Architects as the Director of MEP Engineering, Mike was the president of Hurd and Obenchain Engineers. In that role, he worked with Moseley Architects for more than 25 years. He also serves as a board member for the American Council of Engineers Mentoring of Central Virginia. He was recently invited by Construction Owners Association of America to share his experiences with peers and clients regarding high performance design and operational strategies.

Selected Project Experience

HENRICO HIGH SCHOOL | FAIRFIELD, VIRGINIA

Lead Mechanical Engineer. The project includes the renovation of an existing campus style high school of approximately 166,000 SF which houses a Center for the Arts Specialty Center and an International Baccalaureate Program to which Moseley Architects has recently completed classroom buildings and a cafeteria as well as an addition/renovation of the fieldhouse adding a total of over 27,000 additional SF. Currently Moseley Architects has been retained for a major renovation evaluating the space and site utilization as well as exploring methods to enhance programmatic functions.

TRAILSIDE MIDDLE SCHOOL | LOUDOUN COUNTY, VIRGINIA

Lead Mechanical Engineer. The school will be situated on a 42.2 acre site along Claiborne Parkway and Gloucester Parkway. The site contains paved parking lots and travel ways, athletic fields, hard surface basketball courts, storm water management facilities, bioretention facilities (rain gardens), sidewalks and trails, landscaping, and a Trailside Rest Area. The school includes architectural casework, food service equipment, specialties, and a two-story academic wing. The programmatically relevant spaces include classrooms, computer classrooms, a media center, gymnasiums, locker rooms, an auditorium, a music suite, and an elevator. With support from the school community and administration, the new school will model sustainable operating and maintenance practices, as well as encourage a healthy learning environment. Sustainable goals were approved through a series of meetings between the design team and owner. A comprehensive energy model will be developed to optimize energy efficiency, and to serve as a cost-benefit decision-making tool for analyzing the building's envelope, insulation, glazing, etc. Mike is the lead mechanical engineer for this project.

HERITAGE HIGH SCHOOL | LYNCHBURG, VIRGINIA

Lead Mechanical Engineer. The new Heritage High School includes school administration, guidance and career center, comprehensive CTE spaces (culinary, cosmetology, information technology, building and construction trades), a 2,200-seat gymnasium with 133m indoor track, a 600-seat auditorium, a media center with social hub spaces, science labs, performing and visual arts spaces and core classrooms. The Central Virginia Governor's School will also be housed in the new Heritage High School and will include a variety of classroom and lab spaces as well as student collaboration spaces. Outdoor spaces include competition football/soccer stadium with synthetic turf, competition baseball, competition softball, various practice fields and fieldhouse for concessions, storage and toilets. The school opening is scheduled for the fall of 2016.

KAREN WHITE, P.E. | Civil Engineer



Responsibilities and Experience

Karen White has extensive experience in land development engineering, including technical and supervisory experience in land use planning/feasibility studies, construction cost estimates, construction plan preparation and coordination, including innovative stormwater management, low impact design and site design meeting LEED criteria, permit processing and construction phasing services. Karen's responsibilities include, design and supervision of high-rise residential, commercial, office and mixed-use projects. Karen is also responsible for meeting with municipal officials to expedite plan review and processing, and the coordination of construction plans with other consultants, including contractors, architects, attorneys, and engineers. Karen has in-depth knowledge of the site planning and approval process in the City of Falls Church, Fairfax County and Arlington County.



Falls Church-Based Firm

EDUCATION

University of Virginia, Bachelor of Science,
Civil Engineering

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer,
Commonwealth of Virginia, District of
Columbia

PROFESSIONAL AFFILIATIONS

Adjunct Professor, University of Virginia

Engineers and Surveyors Institute,
Designated Plans Examiner

Northern Virginia Builders Industry
Association, Member

University of Virginia Civil & Environmental
Engineering Advisory Board, Member

Selected Project Experience

THE RESERVE AT TINNER HILL | FALLS CHURCH, VIRGINIA

Walter L. Phillips, Inc. was the civil engineering firm for this mixed use project located in the City of Falls Church, Virginia. This project consisted of 224 residential units, a 26,000 sf grocery store and 18,000 SF of additional retail space located on top of 3 levels of underground parking. Additionally this project was located in a Resource Protection Area (RPA) and FEMA Mapped Floodplain. Walter L. Phillips, Inc. was the not only civil engineer and surveyor through the Special Exception and Site Plan entitlement process, but also was the team leader and coordinator on all plan preparation, submissions, meetings and public hearing associated with the project.

NORTHGATE | CITY OF FALLS CHURCH

Northgate is an approximately 157,717 SF mixed-use project located near the intersection of North Washington Street and East Jefferson Street in the City of Falls Church. Walter L. Phillips, Inc. provided the following services: conceptual planning, civil engineering, landscape design and surveying. Walter L. Phillips, Inc. prepared several zoning plans, conceptual layouts, landscape plans and site plans which were approved by the City Council and Planning Commission. This is the first project to incorporate the Falls Church North Washington Street Streetscape Guidelines which include bio-retention planters and porous pavers in the public streetscape.

TRINITY CHRISTIAN SCHOOL | FAIRFAX COUNTY, VIRGINIA

Trinity Christian School is a faith-based private school of general education offering instruction for grades K-12. It consists of two attractive masonry three-story school buildings, athletic field facilities and administrative offices in a campus-like setting. The school is experiencing tremendous success and is in the middle of a long-term expansion plan. Walter L. Phillips, Inc. was fortunate to be a member of the team selected to implement Phase 2 of their expansion efforts which consisted of a new 47,000 SF building on the school property. Walter L. Phillips provided the following services: Surveying, Land Planning, Engineering, Landscape Architecture, and Arborist Services. Walter L. Phillips, Inc. prepared zoning plans that were approved by the Fairfax County Board of Supervisors and a site plan approved by Fairfax County.



Falls Church-Based Firm

EDUCATION

Bachelor of Science, Civil Engineering,
University of Virginia

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer,
Commonwealth of Virginia, District of
Columbia

PROFESSIONAL AFFILIATIONS

Adjunct Professor, University of Virginia

Engineers and Surveyors Institute,
Designated Plans Examiner

Northern Virginia Builders Industry
Association, Member

University of Virginia Civil & Environmental
Engineering Advisory Board, Member

Responsibilities and Experience

Jeffrey Stuchel specializes in land development processes and is responsible for directing staff in the development of zoning applications, as well as engineering construction documents and site plans through technical approval by the applicable jurisdictions. Additionally, he is responsible for client contact from initial preliminary phases of projects through plan approval, construction coordination, and final as-built and bond release. Jeffrey has worked in the land development industry since 1985. In 2000, he became a principal with Walter L. Phillips, Inc. Mr. Stuchel was appointed president of Walter L. Phillips, Inc. in January 2003.

Selected Project Experience

UNIVERSITY OF VIRGINIA SPECIAL COLLECTIONS LIBRARY | CHARLOTTESVILLE, VIRGINIA

The University of Virginia Special Collections Library collects extraordinary books and historic documents that serve as important research material for students and the general public alike. Walter L. Phillips provided the following services to facilitate the construction of this project: Preliminary planning, Topographic mapping, final site plan preparation and extensive utility coordination for existing and proposed utilities. Because a large amount of the library was constructed below grade much of the open space above was preserved to provide an appealing landscape. An excellent working relationship with Hartman-Cox, attention to details and timely completion of work product contributed to Walter L. Phillips' success on this project.

TRINITY CHRISTIAN SCHOOL | FAIRFAX COUNTY, VIRGINIA

Trinity Christian School is a faith-based private school of general education offering instruction for grades K-12. It consists of two attractive masonry three-story school buildings, athletic field facilities and administrative offices in a campus-like setting. The school is experiencing tremendous success and is in the middle of a long-term expansion plan. Walter L. Phillips, Inc. was fortunate to be a member of the team selected to implement Phase 2 of their expansion efforts which consisted of a new 47,000 SF building on the school property. Walter L. Phillips provided the following services: surveying, land planning, engineering, landscape architecture, and arborist services. Walter L. Phillips, Inc. prepared zoning plans that were approved by the Fairfax County Board of Supervisors and a site plan approved by Fairfax County.

800 WEST BROAD STREET AKA THE FLOWER BUILDING | FALLS CHURCH, VIRGINIA

The Flower Building is an approximately 46,000 SF, 4-story office building with ground floor retail including a post office and two restaurants. The site contains a two-level parking garage located behind the office building. This project was one of the first LEED Gold projects located in the City of Falls Church. Walter L. Phillips, Inc. was responsible for the surveying, engineering and landscape design.

THE BYRON | FALLS CHURCH, VIRGINIA

The Byron is a mid-rise, mixed use development in the City of Falls Church. Lower level retail and upper story condominiums are served by an exterior and underground parking garage and landscaped plaza. Responsibilities for this project included all surveying, planning, civil engineering, and construction stakeout services.

DAVID LASSO | Land Use Attorney



Baskin, Jackson & Lasso, P.C.



Falls Church Resident

GOVERNMENT EXPERIENCE

Assistant County Attorney, Arlington, Virginia

City Manager, City of Falls Church, Virginia

City Attorney, City of Falls Church, Virginia

EDUCATION

Juris Doctorate, University of Richmond
School of Law

Bachelor of Arts, with honors, Moravian
College

BAR ADMISSIONS

Virginia, District of Columbia

COURT ADMISSIONS

U.S. Supreme Court; U.S. Court of Appeals
for the District of Columbia; U.S. Court of
Appeals for the Fourth Circuit; U.S. District
Court for the District of Columbia; U.S.
District Court for the Eastern District of
Virginia

MEMBERSHIPS

Arlington County Bar Association, Past
President

Greater Falls Church Chamber of Commerce,
Past Board Member

Falls Chrch Public Schools, Business,
Industry and Education (BIE) Foundation
Board, Past President

David Lasso concentrates his practice on municipal and state law matters including land use planning and development, procurement matters, state and local regulatory compliance requirements, legislative affairs, civil rights, telecommunications and the general litigation of cases arising from these matters. David's innovative problem solving aids clients with legislation, litigation and municipal and state law. More than two decades of prior government service with the City of Falls Church, VA, and Arlington County, VA, bring unique skills to his practice.

Representative Clients

Government clients include the Metropolitan Washington Airports Authority and the Northern Virginia Regional Planning Commission. Land use clients include Private Public Alliance (PPA), a Clark subsidiary, Waterford Development, Akridge Companies, JBG Development Company and A.J. Dwoskin and Associates. He also supports Marriott International, WETA Public Television, Archstone/Smith Residential and Vornado/Smith Commercial.

Significant Matters

David has been actively involved in planning and development of mixed use projects and "transit oriented" projects adjacent to Metro stations, as well as projects whose success depends upon feeder transit to the nearby stations.

He also has been active in affordable housing issues. He represented the Dittmar Company in its successful challenge to Arlington County's unauthorized zoning practices requiring all developers to make substantial contributions to affordable housing. David has litigated significant, complex matters at all levels of state and federal courts, including the United States Supreme Court. Subjects include land use, condemnation, civil rights, employment, state civil conspiracy and discrimination.

David provided assistance to Edgemoor in its successful effort to design and build a middle school in the City of Falls Church, the first such project in Virginia using the new 'Public Private Education and Infrastructure Act' (PPEA). He also helped clients obtain zoning approvals for mixed use, apartment, retail, hotel and telecommunications projects in Falls Church, Arlington and Fairfax Counties.

Under a tight legislative deadline, he helped a large nonprofit corporation obtain the endorsement of the Fairfax County Board of Supervisors for a personal property exemption. He assisted with the first comprehensive regional approach to challenges facing local governments under parts of the 1996 Telecommunications Act and he provided model local laws relating to the regulation, zoning control and franchising of telecommunications facilities.

Honors

- Carroll V. Shreve Award, Greater Falls Church Chamber of Commerce, for Community Meritorious Service, 1996
- Awards of appreciation for 14 years of public service by the Virginia General Assembly and by the Council of the City of Falls Church



STIFEL

EDUCATION

Masters of Public Affairs, Princeton University

Bachelor of Science, Urban Planning,
Michigan State University

PROFESSIONAL REGISTRATIONS

Series 7 License
(General Securities Representative)

Series 52 License
(Municipal Securities Representative)

Series 63 License
(Uniform Securities Agent State Law)

PROFESSIONAL AFFILIATIONS

National Tax Increment Finance Coalition,
Chair

Urban Land Institute District Council,
Treasurer

Responsibilities and Experience

During her career, Laura Radcliff has served as investment banker on more than 300 bond issues with a total par amount in excess of \$17 billion. Her primary investment banking focus is on revenue bonds of public entities. Laura has served as investment banker for numerous development and redevelopment financings, including Public Improvement Districts, Tax Increment Finance Districts, Municipal Management Districts and Community Development Districts across the country. She has served as lead investment banker for projects in Florida, Illinois, Kansas, Kentucky, Michigan, Missouri, Oregon, Texas, Virginia and the Virgin Islands.

Laura has lectured extensively on the topic of financing to a wide range of audiences, including the American Bar Association, the Council of Development Financing Agencies, several individual state agencies and municipal organizations, and numerous real estate and economic development organizations. In 2010 at the invitation of the governments of Wellington, New Zealand and New South Wales, Australia, she led a series of Tax Increment Finance Master Classes for local government officials from throughout Australia and New Zealand and as they contemplated the adoption of TIF in their countries.

Laura co-authored two publications on Tax Increment Finance, the Tax Increment Finance Best Practices Reference Guide and the Advanced Tax Increment Finance Reference Guide. Prior to becoming an investment banker, Laura worked in local government and economic development.

Relevant Project Experience

Edgemoor has assembled a team of professionals who bring tremendous knowledge and expertise in the development, design, and construction of K-12 educational, higher education, office, housing, and mixed-use facilities throughout the country. With a proven history of delivering PPEA and design-build projects of similar size, scope, and complexity, each member has been carefully selected to produce a balanced, highly capable team that will meet and exceed the goals of the City of Falls Church. **In addition, core members of our team (Edgemoor, Clark, Moseley [formerly Beery Rio], and David Lasso) all worked collaboratively with FCCPS to develop and deliver the Mary Ellen Henderson Middle School in 2005.**

Our team has designed and constructed over 100 educational facilities with a value of over \$3.5 billion, including facilities for public and private K-12 facilities in Virginia, Maryland, D.C., Florida, Wisconsin, Texas, and California and state universities in Virginia, Maryland, D.C., Georgia, Illinois, Texas, Nevada, and California. Our clients have included such K-12 institutions as FCCPS, Fairfax County Public Schools, Arlington County Public Schools, District of Columbia Public Schools, St. Albans School for Boys, National Cathedral School, Sidwell Friends School, St. Stephens and St. Agnes School, and Potomac School in the Washington region.

	EDUCATION (K-12 / UNIVERSITY)	LOCAL (FALLS CHURCH, VA, D.C. REGION)	MIXED-USE (COMMERCIAL / RESIDENTIAL / RETAIL)	TEAM COLLABORATION	LEED CERTIFICATION
E Education Projects					
1.	Mary Ellen Henderson Middle School (PPEA Project)	◆	◆	◆	
2.	South County Secondary School (PPEA Project)	◆	◆	◆	
3.	Paint Branch High School	◆	◆		◆
4.	James Monroe High School (PPEA Project)	◆	◆		
5.	Huguenot High School	◆	◆		
6.	Heritage High School	◆	◆		
7.	Patriot High School	◆	◆		
8.	Glen Allen High School	◆	◆		◆
9.	GMU Long and Kimmy Nguyen Engineering Building (PPEA Project)	◆	◆	◆	◆
10.	McLearen Road Academy	◆	◆		

		EDUCATION (K-12 / UNIVERSITY)	LOCAL (FALLS CHURCH, VA, D.C. REGION)	MIXED-USE (COMMERCIAL / RESIDENTIAL / RETAIL)	TEAM COLLABORATION	LEED CERTIFICATION
11.	Rockville Science Center	◆	◆			◆
12.	Montgomery College Bioscience Education Center	◆	◆			◆
13.	Edward St. John Learning and Teaching Center	◆	◆		◆	



Commercial Projects

14.	Trinity Centre		◆	◆	◆	
15.	500 North Capitol Street, NW		◆	◆		◆
16.	Metro West		◆	◆		
17.	The Reserve at Tinner Hill		◆	◆		
18.	Verde Pointe		◆	◆		◆
19.	Virginia Square Towers		◆	◆		
20.	Laurel Hill (PPP)			◆		
21.	Mark Center Master Plan		◆	◆		
22.	Park Place			◆		
23.	Tysons Central		◆	◆		
24.	The Byron		◆	◆		
25.	301 West Broad		◆	◆		◆
26.	Loudoun Station / The BLVD		◆	◆		
27.	The Kingsley		◆	◆		◆

**Edgemoor Infrastructure & Real Estate LLC, Clark Construction, LLC, and Clark Realty Capital are operating development brands of Clark Enterprises, Inc. and share common ownership. For purposes of this submittal, Edgemoor/Clark is used to describe projects that were developed by and/or are held by any of the brands controlled by Clark Enterprises, Inc.*

Mary Ellen Henderson Middle School

Falls Church, Virginia



PROJECT RELEVANCY

- First PPEA project for an educational facility in Virginia
- K-12 educational project
- Same proposed team for the new GMHS project

TEAM MEMBER ROLE

Developer; Design-Builder

CLIENT REFERENCE

Hunter Kimble
Falls Church City Public Schools
P: (703) 248-5600
E: hkimble@fccps.k12.va.us

DELIVERY DATE

August 2005

TOTAL PROJECT COST

\$21 million

Project Description

Edgemoor, in association with Clark, provided development, design, construction, and finance services for the turnkey delivery of this 136,000 GSF middle school. This project was the first Public-Private Partnership project awarded in Virginia to build an educational facility using the Public Private Educational Facility & Infrastructure Act of 2002. Clark/Edgemoor worked with Falls Church City Public Schools to determine the most viable site location and program and proposed alternative financing structures to reduce project costs.

The school features technologically advanced flexible-learning environments. A steel structure with a concrete foundation of retaining walls and spread footings supports the facade, which consists of brick, split faced block, corrugated metal panels and operable windows. In addition to classrooms, a cafeteria/auditorium, gymnasium, art lab, library, science and computer rooms and media production area were included in the program. The project foundation consisted of geo-piers and spread footing.

Through Clark/Edgemoor's management of the design schedule, we were able to identify several subcontractor bid packages that, if procured early, would provide benefit to the client and the project. For example, the project was designed and permitted such that the demolition, earthwork, utilities and other infrastructure work could be provided ahead of full construction operations. This early work allowed for better coordination of site logistics at the start of full construction. By relocating utilities, existing athletic facilities and an adjacent bus parking lot ahead of the start of full construction, school operations and construction operations could work in harmony from the outset. Additionally, Clark recognized early in the design phase that certain trades were experiencing severe price escalation, particularly steel products. Because we were in control of the design, we were able to expedite the structural steel design as well as the mechanical and plumbing design (which contained a lot of steel products) and procured both of those packages well in advance of start of construction. By locking in prices early, the client realized tremendous economic advantages, and Clark was able to relieve schedule pressure by providing these key materials to the job earlier. The ultimate delivery of the school in the fall of 2005 saved the school system two years and close to \$10 million against their original expectations.

South County Secondary School

Lorton, Virginia



PROJECT RELEVANCY

- PPEA project
- 386,000 GSF state-of-the-art high school
- Site covers 80 acres

TEAM MEMBER ROLE

Design-BUILDER, Developer

CLIENT REFERENCE

Len Wales

Fairfax County

P: (703) 324-4087

E: len.wales@fairfaxcounty.gov

DELIVERY DATE

August 2005

TOTAL PROJECT COST

\$56 million

Project Description

Edgemoor and Clark provided turnkey design/build/finance services for the delivery of this 386,000 GSF, state-of-the-art high school, featuring a two-story media center, state-of-the-art classrooms, and a gymnasium that seats 2,500 spectators. The site plan covers approximately 80 acres and included development of eight fields, parking, and roads. Field Houses, storage areas, and spectator stands were built around the football, softball, and baseball fields.

A key to success for this project was the financial structure proposed by Edgemoor. This structure allowed the school to be built three years ahead of its previous schedule without delaying or diverting resources from other school projects that had been budgeted in Fairfax County School's Capital Improvement Program. The development proposal also called for the monetization of unused Fairfax County land assets, thereby lowering the overall net cost of the school project to the County. Another component to this proposal was the accelerated development by three to five years of a senior housing community and a public golf course on contiguous land parcels.



Paint Branch High School

Burtonsville, Maryland



PROJECT RELEVANCY

- Large-scale high school
- Constructed on same site as existing high school
- Existing high school demolished after new school completion

TEAM MEMBER ROLE

Architect/Designer

DELIVERY DATE

August 2012

TOTAL PROJECT COST

\$81 million

CLIENT REFERENCE

James Tokar
Montgomery County Public Schools
P: (240) 314-1000
E: James_R_Tokar@mcpsmd.org

Project Description

The Paint Branch High School project began with a five-month, consensus-based feasibility study to determine the best course of action for replacing or modernizing the outdated facility and accommodating up to 2,400 students. The study revealed support for creating a new 340,000-SF school on the same site as the existing school. Consequently, a site-phasing plan was developed to minimize the disruption of school operations. The outdated school remained open and operational while the new school was built on the same site.

In 2012, the new and modern Paint Branch High School opened its doors to welcome 1,800 students and demolition began on the existing school. In its wake, Montgomery County Public Schools will create new fields to support athletics. The school's state-of-the-art design supports student safety, supervision, and the county's academic program. The three-story layout featuring strategically located administrative and faculty areas foster student supervision by a minimum number of staff. Completely ADA accessible, the building's design locates academic areas separately from the auditorium and gym, which isolates noise and secures the building for after-hours use. Courtyards and large windows introduce controllable, natural light throughout the teaching spaces.

This project is LEED® registered with the U.S. Green Building Council and is pursuing certification. With support from the school community and administration, the new school models sustainable operating and maintenance practices, as well as encourages a healthy learning environment.

James Monroe High School

Fredericksburg, Virginia



PROJECT RELEVANCY

- PPEA project
- Large-scale high school

TEAM MEMBER ROLE

Architect/Designer

DELIVERY DATE

August 2006

TOTAL PROJECT COST

\$31 million

CLIENT REFERENCE

David Melton

Fredericksburg City Schools

P: (540) 372-1130

E: dmelton@cityschools.com

Project Description

The design of this facility features two-story academic wings that open onto exterior courtyards, which provide ample daylight for each classroom, and also create a pleasant outdoor campus environment.

The 1,000-seat auditorium and 1,800-seat gymnasium are accessible to the public for after-hours use. The site features ample parking provided for staff and student use. The new school was designed to fit on the existing high school site allowing the existing high school to operate while the new school was under construction.



With generous public support and input into the school's design, the new school incorporates many features found in the neighboring historic district that makes James Monroe High School a Fredericksburg landmark.

Huguenot High School

Richmond, Virginia



PROJECT RELEVANCY

- Large-scale high school
- Constructed on same site as existing high school
- Existing high school demolished after new school completion

TEAM MEMBER ROLE

Architect/Designer

CLIENT REFERENCE

John Winter

City of Richmond

P: (804) 780-7700

E: John.winter@richmondgov.com

DELIVERY DATE

October 2014

TOTAL PROJECT COST

\$62 million

Project Description

The new Huguenot High School replaced the existing high school which has been in operation for almost 50 years. The new facility was constructed adjacent to the existing school and the existing school has remained in operation during the course of construction. The 252,000 SF school serves 1,400 students and includes academic, athletic, and community use functions. The new school is STEM (Science, Technology, Engineering, and Mathematics) focused, providing students with curriculum to prepare them for the emerging global and technology based economy.

The existing school will be demolished upon completion of the new facility.



Heritage High School



Lynchburg, Virginia



PROJECT RELEVANCY

- Large-scale high school
- Constructed on same site as existing high school
- Existing high school demolished after new school completion

TEAM MEMBER ROLE

Architect/Designer

DELIVERY DATE

Est. July 2016

TOTAL PROJECT COST

\$66 million

CLIENT REFERENCE

Ben Copeland

Lynchburg City Schools

P: (434) 522-3700

E: copelandbw@lcsedu.net

Project Description

The new Heritage High School includes school administration, guidance and career center, comprehensive CTE spaces (culinary, cosmetology, information technology, building and construction trades), a 2,200-seat gymnasium with 133m indoor track, a 600-seat auditorium, a media center with social hub spaces, science labs, performing and visual arts spaces and core classrooms. The Central Virginia Governor's School will also be housed in the new Heritage High School and will include a variety of classroom and lab spaces as well as student collaboration spaces.

Outdoor spaces include competition football/soccer stadium with synthetic turf, competition baseball, competition softball, various practice fields and fieldhouse for concessions, storage and toilets. School opening is scheduled for the fall of 2016. The new school will serve the community in a variety of ways. Public spaces including the gymnasium, media center, forum and auditorium will be available for public use. The school organization will permit large public spaces to be open and available after hours without having to open the entire school. A portion of the career center will also be open after-hours and on weekends for student and adult use in furthering career exploration. Outdoor athletic facilities such as the track, baseball and softball fields will also be available for public and community use outside of normal school hours.

Security features will include card access at all major public entries and a secure vestibule at the main entry with a variety of access features allowing the main office staff flexibility in providing open or secure access to the school depending on the time of day. Digital IP cameras connected to the school data network will provide real-time video monitoring of the school both at the school resource office and on mobile devices.

Patriot High School

E

Nokesville, Virginia



PROJECT RELEVANCY

■

Large-scale high school

TEAM MEMBER ROLE	CLIENT REFERENCE
Architect/Designer	Dee Thompson Prince William County Public Schools
DELIVERY DATE	
April 2011	P: (703) 791-7276 E: thompsnw@pwcs.edu
TOTAL PROJECT COST	
\$70 million	

Project Description

The new two-story, 312,000-SF high school was constructed in Prince William County to serve continued growth in student population. As an update to the existing high school prototype previously constructed four times, the plan was revised to introduce more natural light.

The building features an axial design in which the main public and student spaces are located off three primary axes. Upon entering the main public entrance, one of the two student commons and the gymnasium entrance are located along this main entry axis. A parallel axis organizes the second student commons and the entrance to the auditorium. These student commons spaces, separated by a shared kitchen, serve as the dining areas as well as overflow lobbies for the gymnasium and auditorium. The third perpendicular main student axis organizes the two main student commons, art rooms, media center and two interior courtyards which provide natural light to interior academic spaces. Clerestory windows above the entry, student commons, gymnasium, and second floor academic corridors provide natural lighting to spaces below.

Detailed design meetings with teachers and school administration occurred throughout the design process which provided detailed information to the design team on the needs of individual spaces within the building. Detailed meetings with school facilities and school technology provided valuable input on systems to be included in the new school.

Patriot High School was honored as the Best New High School Design by the Virginia Educational Facility Planners Association (VEFP) in 2012 and earned an ‘Outstanding Design’ designation by American School and University in 2011.

Glen Allen High School

Glen Allen, Virginia



PROJECT RELEVANCY

- Large-scale high school
- LEED Gold certified

TEAM MEMBER ROLE

Architect/Designer

CLIENT REFERENCE

Paul Carper
Henrico County Public Schools
P: (804) 652-3950
E: plcarper@henrico.k12.va.us

DELIVERY DATE

September 2010

TOTAL PROJECT COST

\$53 million

Project Description

Glen Allen High School is LEED Gold Certified and has earned a Best in Category Award by the Southeast Council of Educational Facility Planners (CEFPI), a Platinum Award from the Virginia School Board Association, and a Platinum award from the Virginia Educational Facility Planners Association (VEFP). This 256,000 SF facility serves the growing student population in the northwest part of Henrico County.

The design for Glen Allen High School resulted from a three-day interactive design workshop with a committee of 30 school stakeholders. Through guided exercises, the committee explored building and site design options. The final design centered on a "school within a school" concept with a specific area designated for the ninth grade academy. Each house includes administrative functions, classrooms, science labs, student project rooms, and teacher work areas. CTE labs are dispersed throughout the school. A Specialty Center for Education and culinary arts lab was also included in the design. A career and technical center was master planned into the overall design, to be built when the funds are available.

A two-story, daylit atrium features clerestory windows and separates the academic areas from the public areas and also facilitates movement during the day and provides separation for after-hours activities. The auditorium and gymnasium open onto two commons areas that serve as meeting areas, lobby, and dining activities. Fine arts and performing arts spaces are off the commons and surround the auditorium. The community room and art gallery are distinct features of the school. The art gallery greets visitors off the lobby and provides art students with the unique opportunity to operate an art gallery. The media center serves as the hub of the school and accommodates a more casual atmosphere with a coffee bar and exercise bicycles. All instructional areas are equipped with interactive smart boards. All secondary students have a school-issued laptop, and a robust wireless network is everywhere. Several CTE labs are equipped with state-of-the-art equipment such as 3D printers and broadcast capabilities.

GMU Long and Kimmy Nguyen Engineering Building

Fairfax, Virginia



PROJECT RELEVANCY

- First higher education project procured under Virginia's Public Private Educational Facility and Infrastructure Act of 2002
- LEED Silver Certified

TEAM MEMBER ROLE

Turnkey Developer, Design-Build, Contractor

CLIENT REFERENCE

Thomas Calhoun
George Mason University
P: (703) 993-9467
E: tcalhou2@gmu.edu

DELIVERY DATE

April 2009

TOTAL PROJECT COST

\$54 million

Project Description

The Long and Kimmy Nguyen Building is the home of the Volgenau School of Information Technology and Engineering at George Mason University in Fairfax, Virginia and is the first university project to be delivered under the PPEA legislation in Virginia. Positioned on a prominent site at the entrance to the University's main campus, the building contains 80,000 SF of academic space, including classrooms and faculty offices, 80,000 SF of research space, and 20,000 SF of private leased space in order to create an environment for collaborative research between the University and the private sector. The project also included upgrades to the Central Utility Plant in support of the new construction, which increased chilled water capacity by 1,400 tons with provisions for an additional 2,800 tons.

A rapidly growing university, Mason leveraged the real estate experience of Edgemoor and the construction expertise of Clark Construction to expedite the turnkey delivery of the building by more than a year. Edgemoor managed the design and construction firms to ensure that the ultimate building design was delivered within the University's limited funding allocation. Additionally, Edgemoor provided other turnkey development services including testing, site coordination, inspections, utility coordination, move-in coordination, third party leasing, tenant fit-out and fundraising support. Obtaining approval of the building's final design required coordination of the various department's needs through a series of meetings. Edgemoor proposed several financing options to the client, including a 20-year lease/leaseback of the building. However, GMU received tax-exempt funding from the Commonwealth of Virginia to fund the development and construction costs for the project.

The Long and Kimmy Nguyen Building is the first building on campus to seek LEED Certification from the U.S. Green Building Council, supporting George Mason University's new green initiatives—and through the efforts of Edgemoor and Clark, the building achieved LEED Silver status.



McLearen Road Academy

Herndon, Virginia



PROJECT RELEVANCY

- K-12 educational project
- Features include auditorium, office space, and athletics wing
- Two, 15,000 SF offices buildings adjacent to school for future use

TEAM MEMBER ROLE

General Contractor

CLIENT REFERENCE

Spencer Brott
Trammell Crow Company
P: (202) 295-3335
E: sbrott@trammellcrow.com

DELIVERY DATE

April 2016

TOTAL PROJECT COST

\$112 million

Project Description

Clark is providing preconstruction and general contracting services for the construction of the McLearen Road Academy located in Herndon, Virginia. The new 380,000 GSF campus includes a four-story academic building for Pre-K through 12th grade students, a 550-seat auditorium, athletics wing, and 30,000 SF of administrative office space. The athletics wing features a multi-sport gymnasium, practice court, dance studio, full sized athletic track and field, and a below-grade aquatics center with an Olympic sized swimming pool.

The campus also supports outdoor activities and sports, including a dedicated track and field stadium with spectator seating, enclosed and open activity courtyards, and an open playground area. Clark is also responsible for construction of an at-grade parking lot and a paved circulation drive with bus and car student drop-off areas.

Adjacent to the academic facility, the project team will construct two, 15,000 SF office buildings dedicated for future use. The two-story structures will feature a precast and punched window facade.

Rockville Science Center

Rockville, Maryland



PROJECT RELEVANCY

- New 141,000 GSF Science Center
- Includes laboratories and classrooms
- LEED Gold certified

TEAM MEMBER ROLE

General Contractor

CLIENT REFERENCE

David Capp
Montgomery College (Retired)
P: (202) 785-6088
E: david.j.capp@frb.gov

DELIVERY DATE

February 2011

TOTAL PROJECT COST

\$55 million

Project Description

Clark provided general contracting services for the construction of a four-story, 141,000 GSF, cast-in-place concrete Science Center, which supports Montgomery College's existing Science East and Science West buildings. The new building connects to Science East by a four-story atrium and features laboratories and classrooms for the biology, chemistry, physics, physical sciences, and engineering departments. The building has trademark features such as a retractable roof for the penthouse observatory, a greenhouse with rainwater saving cistern system, an outdoor classroom set into the hillside in amphitheater style, and an atrium clerestory.

The foundation of the New Science Center is made up of caissons and spread footings. The above-grade structure is comprised of cast-in-place concrete decks and columns with structural steel comprising the atrium roof and rooftop interstitial spaces. The building features a combination of metal panels, brick veneer, and aluminum curtain wall system for the facade, as well as six different types of roofing systems.

Additionally, Clark was responsible for the renovation and expansion of the campus' stormwater management facility by rebuilding the outfall dam and resizing the existing storm water management pond. The project also required a significant amount of infrastructure improvements around the project site.

The Science Center was designed and constructed to achieve LEED Gold certification and includes photovoltaic solar panels and a green roof.



Montgomery College Bioscience Education Center

Germantown, Maryland



PROJECT RELEVANCY

- 159,000 SF education center
- Includes teaching laboratories, classrooms, computer lab, offices, conference space, and greenhouse
- LEED Gold certification

TEAM MEMBER ROLE

General Contractor

CLIENT REFERENCE

G. Dewey Yeatts
Montgomery College
P: (202) 567-5292
E: dewey.yeatts@montgomerycollege.edu

DELIVERY DATE

September 2012

TOTAL PROJECT COST

\$61 million

Project Description

Clark provided general contracting services for the construction of the 159,000 GSF Bioscience Education Center at Montgomery College's Germantown campus. The three-story facility has a structural steel frame supporting composite metal decks and is wrapped in a high-performance masonry, aluminum panel, and curtain wall facade. The foundations system consists of spread/column footings on rock/aggregate piers. Clark was also responsible for the completion of the campus' new Southern entrance and building new roads to improve traffic flow.

The new facility's design focuses on applied laboratory skills relevant to the biotechnology industry. Teaching laboratories in the building are designed for biology, biotechnology, chemistry, exology, genetics, and landscape technology. In addition to classrooms and laboratories, the building houses group study rooms, a computer lab, offices, conference space, and a detached greenhouse. Other features include a robotics suite for cell culture, media preparation, and protein purification.

The Bioscience Education Center achieved LEED Gold certification for its sustainable features, which include a 30 KW grid connected solar photovoltaic system, a green roof, wind turbines, high-efficiency mechanical systems with ice production/storage, water-saving plumbing features, and ammonia chillers.



Edward St. John Learning and Teaching Center

College Park, Maryland



PROJECT RELEVANCY

- LEED Silver
- Includes laboratory and classroom space

TEAM MEMBER ROLE

General Contractor

CLIENT REFERENCE

William Olen
University of Maryland
P: (301) 405-7336
E: wolen@fm.umd.edu

DELIVERY DATE

February 2016

TOTAL PROJECT COST

\$40 million

Project Description

The new, 95,800 SF Edward St. John Learning and Teaching Center will be located on the University of Maryland's College Park campus. To prepare for the new academic building, the project team first will demolish the University's Shriver Laboratory and part of Holzapfel Hall. The team will then renovate 27,400 SF of Holzapfel Hall and construct a 63,400 SF addition.

The scope of work also includes constructing a 5,000 SF central utility building as well as performing site and utility improvements.

Scheduled for completion in 2016, the Edward St. John Learning and Teaching Center will accommodate 2,000 students in multiple classrooms ranging in size from 80 to 320 seats. All spaces will be equipped with the latest classroom technologies managed from a centralized technology service unit. This is the first new building on campus dedicated solely to classroom space in 50 years. The project is being designed and constructed to earn LEED Silver certification.

Trinity Centre

Fairfax, Virginia



PROJECT RELEVANCY

- Commercial, Office, Retail, and Hotel
- Owned, Developed, and Managed by the Clark companies
- Park-like setting with numerous tenant amenities

TEAM MEMBER ROLE	CLIENT REFERENCE
Owner, Developer, Manager	Jamie Martin Clark Advisors P: (301) 272-6755 E: james_martin@clarkadvisors.com
DELIVERY DATE	
September 2005	
TOTAL PROJECT COST	
\$43 million	

Project Description

Trinity Centre is a 75-acre mixed-use project located just outside of Washington, D.C. The project included a 94,000 SF fitness center, a 140-room Marriott hotel, three full service restaurants and the development of 1.3 million SF of office space in eight office buildings. This project is relevant because it demonstrates our team’s ability to successfully finance, develop, construct, lease, and operate a large-scale mixed-use private development project.

The project was developed, built, and financed by Edgemoor, while working with its other business units with-in the Clark organization. Edgemoor also led the partnership structuring and marketing and leasing efforts; managed tenant improvements; arranged construction and permanent financing; and was responsible for ongoing asset management of the property after initial stabilization.

The Edgemoor team also led the efforts to realize the vision by pursuing entitlements, managing design, obtaining permits; obtaining the services of utility suppliers; structuring financing arrangements; implementing municipal development conditions; coordinating the needs of the tenants as tenant improvement plans were prepared, approved and permitted; contracting for necessary property management services; and maintaining high client satisfaction with its tenants.

A lake side amphitheatre provides excellent opportunity for outdoor concerts and corporate event functions. Elegant finishes and high-speed, stainless steel elevators add to the appeal of the landmark office spaces created by Edgemoor at Trinity Centre.

Trinity Centre received NAIOPs best speculative office building award, BOMA regional and national awards for property management. Edgemoor was successful in bringing quality tenants to the office park, including Lockheed Martin, Carfax, XM Satellite Radio, Chicago Title, Parsons Engineering, American Express, Central Michigan University, and many well established regional companies. The project was an economic success for the Owners but also contributed greatly to the community through offering community events such as drive-in movie nights and afternoon farmers’ markets.

500 North Capitol Street, NW

Washington, D.C.



PROJECT RELEVANCY

- Commercial office, retail, and parking
- Clark is the owner, asset manager, and developer
- Repositioned asset features attractive building amenities

TEAM MEMBER ROLE	CLIENT REFERENCE
Owner, Asset Manager, Developer	Jonathan Kurtis Boston Properties P: (202) 585-0860 E: jkurtis@bostonproperties.com
DELIVERY DATE	
September 2009	
TOTAL PROJECT COST	
\$35 million	

Project Description

Acquired as a Class C office building with a long-term government tenant vacating the premises, the asset was in dire need of refurbishments. Clark evaluated potential scenarios for repositioning the building:

- Provide minimal capital improvements and market the building as a Class C office building, competing at below market rental rates
- Provide intermediate improvements and seek Class B type tenants
- Invest significant capital to completely renovate the building, including new exterior building envelop, new HVAC systems and new vertical transportation systems, and seek Class A trophy tenants

Clark, in collaboration with its partner, Boston Properties, pursued the third scenario, a complete renovation. The choice proved to be very fortunate; the project was able to secure a law firm as its major tenant before completion of the building renovation. The building, located approximately four blocks from the Capitol Building and a short walk across North Capitol Street to Union Station, was initially an eight-story building that was transformed structurally and aesthetically to feature a new ninth floor, rooftop terrace, and façade. The eight levels of commercial space sit above ground floor retail tenants and two levels of underground parking. The primary tenant of the LEED Silver building is the law firm McDermott, Will, and Emery. The renovation was designed by the award-winning architectural firm of Gensler & Associates. The property offers extraordinary views of the U.S. Capitol from all floors of the building as well as from the rooftop terrace. Clark remains as owner and asset manager of the property.



Metro West

Vienna, Virginia

C



PROJECT RELEVANCY

- 1,300,000 SF mixed-use development
- Housing
- Adjacent to a large metro stop (Vienna-Fairfax-GMU Metro Station on the Orange Line)

TEAM MEMBER ROLE

Developer

CLIENT REFERENCE

Steve Smith
Cooper Carry
P: (703) 519-6152
E: stevesmith@coopercarry.com

DELIVERY DATE

Est. December 2017

TOTAL PROJECT COST

\$70 million

Project Description

The Metro West Development is 1.3 million SF development now underway adjacent to the Vienna-Fairfax-GMU Metro Station, the first stop on Metro’s orange line (a part of the Washington Metropolitan Area Transit Authority). The site is being developed under the Clark Realty Capital Brand. The site boasts immediate access to high-quality retail, entertainment amenities, and major roadways, including Interstate 66. Clark’s vision for Metro West proposes a unique downtown that offers culture, upscale convenience, and wellness in a comfortable setting. Timeless architectural character mixed with traditional neighborhood charm will be enhanced with gourmet dining, shopping, and learning; outdoor events including art shows, concerts, and street festivals; and unique local retail. The resulting level of quality will create a premium lifestyle that will surpass all other D.C. Metropolitan Area developments.

Over the last several years, Clark worked with Pulte Homes to develop the 60-acre assemblage. Clark sold a portion of the original assemblage to Pulte Homes, who will build 1,300 homes on approximately 47 acres. Clark’s portion of the development is situated closest to the Metro and includes 900 residential units, 100,000 SF of retail, and 300,000 SF of office space on 10 acres.

Verde Pointe

Arlington, Virginia



PROJECT RELEVANCY

- Multi-phase, mixed-use project
- Designed to achieve LEED Gold certification
- Includes a 4-story, mixed-use building with parking and an 11-story apartment building

TEAM MEMBER ROLE

General Contractor

CLIENT REFERENCE

Jim Steman
McCaffery Interests
P: (312) 944-3777
E: jsteman@McCafferyInterests.com

DELIVERY DATE

Est. August 2015

TOTAL PROJECT COST

\$44 million

Project Description

Clark is providing general contracting services for two mixed-use residential buildings on the Verde Pointe site. The first phase of the project includes the demolition on an existing structure for a new four-story, mixed-use building, featuring 98,000 GSF of parking, 40,000 GSF of residential space, 14,000 GSF of retail space, and a green roof terrace. The building's façade will consist of brick, vinyl windows, aluminum storefront, and cementitious siding. The second building will be comprised of an 11-story, 175,000 GSF apartment building featuring 162 units. This building's structure will include reinforced concrete columns and slabs with post tension cables. The building's façade will be comprised of glazing and metal panels. The Verde Pointe project is designed to achieve LEED Gold certification on completion.



The Reserve at Tinner Hill

Falls Church, Virginia



PROJECT RELEVANCY

- Mixed-use project in Falls Church
- Includes residential, grocery, and retail space, in addition to underground parking

TEAM MEMBER ROLE

Developer

DELIVERY DATE

Ongoing

TOTAL PROJECT COST

\$303 million

CLIENT REFERENCE

Richard Rose
Lincoln Property Company
P: (703) 674-2552
E: rrose@lpsi.com

Project Description

Walter L. Phillips, Inc. was the civil engineering firm for this mixed-use project located in the City of Falls Church. This project consists of 224 residential units, a 26,000 SF grocery store and 18,000 SF of additional retail space located on top of 3 levels of underground parking. Additionally, this project is located in a Resource Protection Area (RPA) and FEMA Mapped Floodplain. Walter L. Phillips, Inc. was the not only the civil engineer and surveyor through the Special Exception and Site Plan entitlement process, Walter L. Phillips, Inc. was the team leader and coordinator on all plan preparation, submissions, meetings and public hearing associated with the project.

Virginia Square Towers

Arlington, Virginia



PROJECT RELEVANCY

- Mixed-use development near the Virginia Metro station
- Includes two residential towers and underground parking

TEAM MEMBER ROLE

Civil Engineer

DELIVERY DATE

Ongoing

TOTAL PROJECT COST

\$340 million

CLIENT REFERENCE

Chris Albrightain

Dittmar Company

P: (703) 356-6900

E: calbrittain@

dittmarcompany.com

Project Description

Virginia Square Towers is 2.57 acre mixed-use development in the Virginia Square area of Arlington County, Virginia. It is approximately 1 block from the Virginia Square Metro station. As part of the development, a new pedestrian focused 9th Street North is being provided in the center of the block to provide a plaza like connection between North Lincoln Street and North Kansas Street.

Proposed 9th Street North divides the project into two towers. A 13-story residential tower with first floor retail fronts Fairfax Drive and a 6 story residential tower with ground floor retail fronts Wilson Boulevard to the south. Both towers and proposed 9th Street North are on top of a 3-level underground garage.

Responsibilities for this project include all surveying, planning, landscape architecture, and civil engineering services. This includes planning and landscape architecture services through the Arlington County 4.1 Site Plan and rezoning approval and final plans for construction.

Laurel Hill

Lorton, Virginia



PROJECT RELEVANCY

- PPP project
- Includes apartment, single-family homes, and over 100,000 SF of commercial and retail space

TEAM MEMBER ROLE

Civil Engineer

DELIVERY DATE

Ongoing

TOTAL PROJECT COST

\$450 million

CLIENT REFERENCE

James Perry

Elm Street Development

P: (703) 734-9730

E: jperry@elmstreetdev.com

Project Description

Since 2008, Walter L. Phillips has provided master planning, entitlement, engineering, and surveying services for this planned mixed-use community which involves adaptive reuse of a historic former reformatory site in Lorton Virginia. This development is scheduled to start construction in early 2015. At full build-out, this development will include 171 apartments within historic buildings, 157 townhomes, 24 single-family homes, and over 100,000 SF of commercial and retail space.

Mark Center Master Plan

Alexandria, Virginia



PROJECT RELEVANCY

- Master plan for over 200 acres
- Adopted by the City and includes over 5 million SF of new development, transit, and public parks

TEAM MEMBER ROLE

Planning/ Civil Engineer

CLIENT REFERENCE

Chris Bell
Hekemian & Co.
P: (410) 626-9607
E: cbell@hekemian.com

DELIVERY DATE

Ongoing

TOTAL PROJECT COST

\$400 million

Project Description

Walter L. Phillips provided planning and engineering support to the development team and we worked closely with the City of Alexandria to finalize this master plan that will shape the revitalization of Mark Center over the next 20 years. The master plan was approved by the City in 2013 and we are currently working with several developers as they plan to implement the vision, which cover 200 acres of land and will ultimately result in over 5 million SF of development as well as an improved street grid, a BRT line, a fire station, and many public parks.

Park Place

Annapolis, Maryland



PROJECT RELEVANCY

- Large-scale mixed-use
- Area redevelopment
- Close coordination with local government

TEAM MEMBER ROLE

Planning/ Civil Engineer

CLIENT REFERENCE

Jeremy Parks
Jerome J. Parks Companies
P: (410) 268-4690
E: jeremy@jpparks.com

DELIVERY DATE

August 2008

TOTAL PROJECT COST

\$132 million (for all)

Project Description

Park Place is a mixed-use development in the historic city of Annapolis, Maryland. The project is intended to act as a catalyst for the redevelopment and revitalization of the surrounding neighborhood area. The Park Place property is located within the area designated by the City of Annapolis a revitalization area. The City of Annapolis, Anne Arundel County, and the State of Maryland governments are jointly investing in the revitalization of West Street. Davis Carter Scott worked with the developer and City, County and State officials to create a design that would meet the needs of all parties.

The architecture for the development stresses buildings that are human in scale. Much of the architectural style can be found in the classic architecture of Paris, Rome, and other European cities. Designed into the project are a grand plaza, fountains, narrow streets, and landscaped courts. These areas create comfortable space for pedestrians to shop, stroll, and enjoy. While there are some parking spaces available along the street, most vehicles will be parked in the garage to ensure the small town-center experience. The grand plaza and Park Avenue is designed so they may be closed off for street festivals and special events.

Mixed-use development included:

- Office - 240,000 SF
- Residential - 200 Units
- Retail - 50,000 SF
- Hotel - 225 Rooms

Tyson's Central

McLean, Virginia



PROJECT RELEVANCY

- Large-scale mixed-use
- Transit-oriented development
- Urban in-fill redevelopment site

TEAM MEMBER ROLE

Architect

CLIENT REFERENCE

Steve Cumbie
NV Commercial
P: (703) 448-4300
E: scumbie@nvcommercial.com

DELIVERY DATE

Ongoing

TOTAL PROJECT COST

\$352 million (for all)

Project Description

This mixed-use project occupies 5.8 acres and incorporates office, residential, hotel, and retail. The metro touches down into a large public plaza surrounded by a 9 story hotel with 24 levels of residential above. The metro plaza connects to a second plaza serving three office buildings with ground floor retail and an additional residential building. The high density development allows for 1.5 acres of public plazas and parks. The entire project sits atop a 5-level parking garage with 1,600 spaces. Building F represents the first phase of Tyson's Central's new six building redevelopment of the parcels directly adjacent to the newly opened Greensboro Metro Station. The proposed 394,000 SF residential tower will include 24 floors of residential over 17,000 SF of ground floor retail with 5 levels of above grade parking and 4 levels below. Building F will provide 414 dwelling units with sweeping views and parking for 500+ cars. The new 30 story tower will serve as a gateway to the western portion of Tyson's given the prominent location at the intersection of Routes 123 and 7. Because the proposed development will also serve as a touchdown location for metro riders, an extensive site package with public plaza also is included within the development scope.

Mixed-use development includes:

- 548,000 SF of Office
- 612,000 SF of Residential
- 612 Dwelling Units
- 200 Key Hotel
- 50,000 SF of Retail
- 1,600 Car Garage

The Byron

Falls Church, Virginia



PROJECT RELEVANCY

- Mixed-use development
- Urban infill redevelopment site
- Familiarity with City of Falls Church Development Plan Review and permitting process

TEAM MEMBER ROLE

Architect

CLIENT REFERENCE

Ed Novak, Jr.
NovaVentures
P: (301) 656-5901
E: enovak@nova-habitat.com

DELIVERY DATE

December 2006

TOTAL PROJECT COST

\$45 million

Project Description

This true mixed-use project is one of the first buildings that redefined the urban image of Falls Church. By combining traditional elements of brick and precast with more modern accents of glass, metal and splashes of color, the Byron provides a contemporary approach to multifamily living in Fairfax County. Retail landscaped terraces are open to the street providing an active and welcoming pedestrian environment. The commercial base with retail on the ground floor and office on the second is heavily articulated. Precast pilasters with granite cladding, tall storefronts and an elaborate cornice provide a dynamic pedestal for the six residential floors above.

The buildings mass is broken up by glass towers which provide floor to ceiling windows and create a strong rhythm in the façade. The cadence crescendos with The Byron's corner element, which is slightly rotated from the orthogonal grid. This geometry provides a signature building statement and unique corner living space with long views in all four directions.

A large two-story portal provides pedestrian and vehicular access into a private interior plaza with 3 levels of structured parking at the back of the site. The parking deck uses vegetation and a matching brick skin to create harmony with The Byron as well as adjacent townhomes. Additional parking is provided on one level of below grade parking which spans beneath the site.

Entrance into the residences is provided from the parking structure through a landscaped plaza. This main entrance echoes the rotated geometry of the corner feature on Broad Street. Designers worked with the owner to establish an elegant and warm interior with a romantic touch. Flared columns frame sand blasted glass partitions with graceful shapes reminiscent of large floral patterns. Amenity spaces are located off the lobby and include a gym, business center and party room which opens on to a quiet residential garden centered on an ornate water fountain.

301 West Broad

Falls Church, Virginia



PROJECT RELEVANCY

- Large-scale mixed-use development
- Urban infill redevelopment site
- Familiarity with City of Falls Church Development Plan Review and permitting process

TEAM MEMBER ROLE	CLIENT REFERENCE
Architect	Patrick J. Kearney Falls Church Development Partners P: (703) 289-9202 E: pkearney@ rushmarkproperties.com
DELIVERY DATE	
Est. December 2015	
TOTAL PROJECT COST	
\$60 million	

Project Description

301 West Broad Street is a mixed use development project in the heart of the City of Falls Church. The vision of this project is to integrate a 294-unit, 6-story stick-built rental apartment building over top of a one-story, 73,000-sf retail podium into the City without taking away the intimate feeling of the “Little City”.

West Broad Street is the Main Street of the City of Falls Church with its boutique shops and village-like atmosphere. For this development, DCS designed a landscaped pedestrian plaza with 20-foot sidewalk along West Broad Street in order to create a sense of place, allowing room for community activities and events and thus, adding to the pedestrian experience. Also, at the street level, a new urban gesture is created by facing the main retail entrance at the T-intersection of Little Falls and West Broad Streets. Above street level, the architect used insets in the design of the building to provide relief in massing.

Harris Teeter leased 61,000 SF of the first floor retail space and most of the Level P-1 parking in the 586-car, 3-level, below-grade parking garage.

The 301 West Broad Street Project will be targeting a Leadership in Energy and Environmental Design (LEED) Certified status. In order to achieve this goal a number of LEED practices will be used which include parking spaces specifically designated for fuel efficient & low polluting automobiles, water efficient landscaping, and the use of both regional & recycled materials. In addition, construction waste will be sent to recycling facilities to minimize the amount of waste sent to landfills.

Loudoun Station / The BLVD

Ashburn, Virginia



PROJECT RELEVANCY

- Large-scale mixed-use
- Wood frame construction
- Transit-oriented development

TEAM MEMBER ROLE

Architect

CLIENT REFERENCE

Maggie Parker
Comstock Partners
P: 703.833.1700
E: mparker@comstockcompanies.com

DELIVERY DATE

July 2012

TOTAL PROJECT COST

\$51 million

Project Description

Located within a planned mixed-use community designed by Davis Carter Scott, the BLVD represents the first phase of a true transit oriented development. The 4-5 story wood framed residences are adjacent to the anticipated Ashburn Metro Station on the Silver Line extension to Dulles International Airport. Residents will enjoy easy access to the entire DC metropolitan region and immediate access to restaurants, retail, and entertainment located on the ground floor.

DCS worked with the developer and property manager to create an amenity rich environment which includes: a courtyard pool with sundeck, concierge desk, business center, resident clubroom with theater and 24 hour fitness studio. The apartments feature modern cabinetry, sleek appliances and granite countertops in the kitchen while bathrooms are finished with granite and ceramic tile.

Davis Carter Scott provided master planning and architecture services for 3.8 million SF of residential, commercial, and retail space for Comstock Homes. Services also include the development of design guidelines, which address all facets of the urban environment. The design objective of this project was to create a new town center based on Loudoun County's new transportation stop high density zoning ordinance. The project includes elaborate streetscapes, courtyards, and public areas.

The BLVD - Phase I Development included:

- Residential - 427,663 SF (357 Units)
- Retail - 61,575 SF

The Kingsley

Alexandria, Virginia



PROJECT RELEVANCY

- Mixed-use
- Urban infill redevelopment site
- LEED Silver certification

TEAM MEMBER ROLE

Architect

DELIVERY DATE

August 2004

TOTAL PROJECT COST

\$36 million

CLIENT REFERENCE

Steven P. Hubert
Buchanan Partners, LLC
P: (301) 417-0510
E: s.hubert@buchananpartners.com



Project Description

The design of this stick-built 367,000 SF multi-family development blends Alexandria's historic charm with modern and contemporary accents. The 175 residential units are anchored by a 58,821 SF Harris Teeter grocery store below, providing an amenity-rich and walkable development near the heart of Old Town Alexandria. Having teamed with Harris Teeter on multiple past projects, Davis Carter Scott was essential in bringing Rust Orling Architecture's original design concept to fruition, while balancing the complexity of combining a large retailer and a boutique rental apartment community in a single mixed-use project. The Harris Teeter portion of the project will be designed to achieve LEED Silver while the residential portion of the project is Earth Craft Certified.

Award of Excellence for Best Building Mixed-Use Project—NAIOP Northern VA

- 367,000 SF
- 175 Rental Units
- 59,000 SF Harris Teeter
- 2.5 level below grade garage with 387 spaces

Question 1c *Provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information.*

Edgemoor has named the below individuals as the key contacts for the Project, due to their successful record of accomplishment on projects of similar size and complexity, as well as Jamie and Geoff's personal ties to the community as Falls Church residents. Jamie, Geoff, and Brian all possess an understanding of public-private partnerships and have a reputation for working well with one another and their clients. Of most importance to this project is a unified project team with a passion to understand the goals and expectations of the City of Falls Church. Please do not hesitate to contact them with any questions or concerns.

Edgemoor (Developer)		
Jamie Martin, Vice President 7600 Old Georgetown Road, 7th Floor Bethesda, MD 20814 P: (301) 272-6755 E: jamie.martin@edgemoordevelopment.com	Geoffrey Stricker, Vice President 7600 Old Georgetown Road, 7th Floor Bethesda, MD 20814 P: (301) 272-2990 E: geoffrey.stricker@edgemoordevelopment.com	Brian Dugan, Director 7600 Old Georgetown Road, 7th Floor Bethesda, MD 20814 P: (301) 272-2998 E: brian.dugan@edgemoordevelopment.com

Question 1d *Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.*

Please see the FY 2013 Audited Balance Sheet for the Clark Construction Group, LLC and Edgemoor Infrastructure & Real Estate LLC (a wholly-owned subsidiary of Clark Construction Group) located in a confidential, sealed envelope in **Appendix 9: Financial Statements**).

Question 1e *Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project Conflict of Interest Act, Chapter 31 (Section 2.2-3100 et seq.) of Title 2.2.*

To the best of our knowledge, no member of our team would be obligated to disqualify themselves from participation in any transaction arising from or in connection with the proposal for a public-private partnership for the development, design, financing, and construction of the new Falls Church High School for the City of Falls Church Pursuant to The Virginia State and Local Government of Interest Act,



2. PROJECT CHARACTERISTICS

Question 2b *Identify and fully describe any work to be performed by the City.*

We expect the City and the Falls Church City Public Schools (FCCPS)/School Board to be actively involved in the Project, especially the planning and design phases, both for the new George Mason High School (GMHS) and the adjacent Mason Market mixed-use commercial development. We also expect the City Council, City Manager, and staff to be actively involved as the financing for this project is executed.

City Interaction with the Edgemoor Team

During the planning and design stages of the development, prior to construction, significant involvement will be required of the City and FCCPS with regard to certain aspects of the new GMHS and the commercial development (collectively, the Project), including refining building and space use programs and designs, developing the site plans, conducting design reviews, negotiating an Interim Agreement that will allow planning activities to commence, negotiating a Comprehensive Agreement, and preparing the financing documents to issue the debt for the Project.

In general, as compared to traditional delivery of public facilities, the Edgemoor Team's development plan requires significantly less day-to-day involvement from the City and City staff, as Edgemoor takes on the responsibility for development management administration. The City and FCCPS are freed to focus on major project or owner-level decisions. This approach provides the City with a single point of accountability during the development and construction of the Project. Once construction commences, the City will be kept informed of Project progress through regular status reports and job meetings with the Edgemoor Team. Project status reports will provide information about actual progress measured against plan. Job meetings provide an opportunity to view the progress of the work and resolve critical aspects of the ongoing development.

We envision increased City involvement during the final few months of school construction, as the project moves into the commissioning phase. FCCPS' involvement will include coordinating the potential phased occupancy of specific sections of the new GMHS is important. Edgemoor will work with the City and FCCPS to begin move coordination efforts well in advance of delivery of the new high school. This will include furnishing and fit-out of new space, physical move planning, data migration and other IT planning, communications and outreach. Our team's involvement will help ensure a positive experience for FCCPS employees and students and will further demonstrate our commitment to an ongoing service relationship with the City.

Both Edgemoor and Clark Construction will maintain a presence on-site until the move is successfully completed and the facility is functioning to the City's satisfaction. Our commitment to your satisfaction extends beyond the paper warranty. We place great value on our business with the City of Falls Church and view this important facility as another step in an ongoing relationship.



Jamie Martin
(Edgemoor) and
Kathy Chandler
(former Falls
Church City School
Board Chairman)
at the Mary Ellen
Henderson Middle
School Dedication.

We intend to work side-by-side with the City, FCCPS, the community and other stakeholders throughout the process—seeking input on the school program, mix of uses in the commercial development, design, schedule, cost, and outreach efforts.



Work Performed by the City

As a basis of this proposal, we have envisioned the School Board and/or City's involvement to consist of the following:

Development Agreements—We expect the School Board/City to reasonably and expeditiously negotiate an Interim Agreement to allow planning work to commence shortly after project award. We further expect the School Board/City to reasonably and expeditiously negotiate a Comprehensive Agreement that will establish final transactional terms and meet any conditions to allow project financing and construction to proceed.

Comprehensive Plan Amendment, Rezoning, and Related Approvals—Edgemoor will rely on the City to modify the Comprehensive Plan to account for the proposed uses on the commercial development, as well as help facilitate the rezoning of the site. It is critical to have the land entitled prior to financial close on the new GMHS. To maximize the value of the land for the benefit of the City, Edgemoor will likely seek to rezone it to B-2 (Central Business District) with special exceptions as needed. We request the help/support of FCCPS/the City with this process and any other related approvals needed for the Project.

Land Commercialization—Related to the project financing, as the land owners of the underlying land slated for the Mason Market mixed-use project, the School Board/City will need to assist in certain aspects of the financial plan structuring and agree upon certain critical terms to the deal, which are discussed in detail in Section 3: Project Financing.

Project Planning and Design Reviews—We expect FCCPS/the City to participate in regular planning meetings to finalize the program and design of the Project, and its integration with the surrounding communities. FCCPS and the City will provide design standards, program requirements, FF&E and AV program and requirements, and review/approve design documents on an agreed upon schedule. The Edgemoor Team will develop a design phase project schedule in collaboration with the School Board, and the School Board and City would then review and sign off at schematic design, design development, and construction documents. Additionally, FCCPS/the City will establish a project team that will participate as part of the development planning team, providing guidance and facilitation throughout the preconstruction period.

Plan Review and Permitting—We expect the City to conduct a Final Development Plan review, Site Plan Review, issue building permits, and conduct inspections in accordance with the City's processes and other applicable policies.

Preparation of Financing Documents—We expect the School Board/City to execute documents relating to the project financing. A complete and detailed list of these documents can be provided upon finalization of the financing structure.

Public Outreach—We expect the School Board/City to act as equal partner in interactions with the public, civic associations, and governmental entities. The Edgemoor Team will work with FCCPS/the City to prepare and administer an external and internal (GMHS and City employees) communications strategy.

Construction and Commissioning Monitoring—Edgemoor, on behalf of the of the Edgemoor Team, will be responsible for all day-to-day development management tasks and will act as the team's advocate throughout the development of the Project. On a regular basis, Edgemoor will submit progress reports to the School Board/City. We expect the School Board and City to review these reports and immediately provide notice should concerns arise with any element of the Project, so they can be addressed as quickly as possible. We expect the City and FCCPS staff to participate in training programs, final acceptance walk-throughs (owner's punch list) on the new high school, and facility migration planning.

Other/Miscellaneous—Some other items with which the Edgemoor Team will rely upon the assistance of the City and/or FCCPS are noted below:

- Select and provide furniture, fixtures, and AV equipment for fit-out of the new GMHS
- Extend electric service as needed (or cause it to be extended)
- Assist with relocation and/or vacation of existing easements on the property
- Operate and maintain the new GMHS
- Execute required reciprocal easements with adjacent land bays for access, maintenance, etc.

Beyond what is outlined above, we hope to develop a long-term, collaborative partnership with the staff of the City, FCCPS, and other relevant public agencies to make sure the vision and goals for this important Project are being met.

Question 2c *Include a list of all federal, state and local permits and approvals required for the project and a schedule for obtaining such permits and approvals.*

The project will follow all federal, state, and local permit processes as required. All necessary permits and approvals will be identified in the Detailed Proposal for this school development program. Some of the permits that may be required include:

- **Federal**
 - U. S. Army Corps of Engineers, wetlands permits
 - Environmental documentation
- **State**
 - Department of Environmental Quality, Water Protection Permit
 - Erosion and sediment controls permits
 - VDOT permits
- **Local**
 - Permits for temporary construction sites and support facilities
 - Certificates of occupancy for support facilities
 - Grading and construction permits
 - Water, sewer, and other connection permits as applicable for utility relocations

The Edgemoor Team will follow the City of Falls Church permit application process for both the construction of the new high school and phased demolition of the old high school. Specific City permits which we anticipate include:

- Site Permit (Planning Application, Grading Plan, Site Plan)
- Building Permit
- Building Permit: ADA Compliance Form
- Building Permit: Asbestos Certification (for demolition of old HS)
- Building Permit: Mechanic's Lien Agent Addendum
- Building Permit: Outside Work Addendum
- Construction General Permit
- Electrical Permit
- Erosion and Sediment Control Permit/ Bond Estimate
- Fire Alarm and Sprinkler Permit
- Mechanical Permit
- Plumbing Permit
- Right-of-Way Permits, including VDOT
- Sign Permit

We will submit all plans and permit applications to the City's Department of Development Services for approval. Our timeline, described fully in Section 2f, includes anticipated scheduled time for permit approval. We will seek to fast-track the approval process to the greatest extent possible and we believe there may be some ability to overlap this activity with the time we have allotted for rezoning of the property.

Question 2d *Identify any anticipated adverse social, economic and environmental impacts of the project. Specify the strategies or actions to mitigate known impacts of the project. Indicate if environmental and archaeological assessments have been completed.*

The Edgemoor Team does not anticipate any material adverse social, economic, or environmental impacts created by this project; however, we discuss some potential minor adverse Project impacts. Our team anticipates positive social, economic, and environmental impacts, as highlighted in Section 2e.

Social

As with any large construction project, there are risks of temporary traffic restriction, limits to public access to the Project site, higher than usual noise levels, and citizen inconvenience due to potentially altered pedestrian and vehicular traffic flows. As FCCPS and the City's development partner, we can mitigate these impacts to the community through proper planning, advanced communication to the public, and immediate responsiveness when issues to arise. Edgemoor and Clark offer an experienced developer-builder team that has worked in tight residential and urban environments. We have established strategies to anticipate and avoid potential disturbances. Cleanliness, perimeter security, noise control, and public relations capabilities are critical. Some examples of measures that may be part of the Project Plan developed during the planning stages of this development include restricted work hours, wash racks at construction entrances, continuous monitoring of the site perimeter and gate, and provision of staff for traffic management. We also understand the importance of integrating school activities as well as the school's testing and exam schedules.

Economic

We currently do not anticipate adverse economic impacts from the Project. Rather, we developed our proposal with the goal of generating a net positive fiscal and economic impact on the City of Falls Church, which is discussed further in Section 2e.

Edgemoor and Clark offer an experienced developer-builder team that has worked in tight residential and urban environments. We have established strategies to anticipate and avoid potential disturbances.

Related to our proposed mixed-use commercial development, Mason Market, any increase in population carries with it an increase in demand for schools, fire and safety, roads, and other public facilities. In determining the size and mix of the uses planned, we analyzed these costs as well as the incremental tax benefits to the City of Falls Church and have determined that the economic benefits to the City far outweigh the costs. The use mix plan was designed to minimize the burden/impact on schools and help achieve the goal of providing the new high school without increasing taxes. The proposed development is mixed-use in nature, within walking distance of shopping, recreation, and the nearby Metro Station. These features should help mitigate impacts on the road system.

Environmental

Approximately 40% of the larger 34.6 acre property is considered impervious area. Impervious area is land area covered by buildings, asphalt parking lots and roads, concrete sidewalks, tennis courts, etc. The approximately 15 acre area we are proposing to disturb during Project construction currently contains over five acres of existing buildings, parking, and sidewalks. The five acres of existing impervious area will be replaced with new roads, sidewalks, and buildings designed to capture and treat stormwater runoff using low impact development (LID) techniques and the latest technologies. These techniques include green roofs, bioretention measures, and permeable materials. We aim to ultimately improve stormwater capture and treatment on the land we disturb. The site redevelopment will adhere to the new state stormwater management requirements, consistent with the recently revised City of Falls Church Stormwater Code.

Question 2e *Identify the projected positive social, economic and environmental impacts of the project.*

The Project carries a number of positive impacts which will have a major effect on life within the City of Falls Church. These benefits are described in greater detail in **Section 4: Project Benefit and Compatibility**.

Social

State-of-the-art new high school facility—The existing GMHS was initially built in 1952 with a number of subsequent additions over the last 60+ years as student capacity has grown, resulting in an old building, well past its originally-intended useful life, with a sprawling layout. The new facility will better serve the needs of high school students and administration and reflect the community's commitment to education via a 21st century learning environment. Reduced crowding in the high school will lead to a more positive learning experience and better student performance. Additionally, the new facility will contribute to maintaining the City's reputation for excellence in schools and commitment to small class sizes.

Athletic field improvements—We have included funds in our budget for improvements to the adjacent athletic fields and tennis courts.

New community park/open space—We have reserved the block closest to the new high school facility as community park space. Preserving this block as a park provides the City of Falls Church with an excellent public benefit, as the park area may be utilized for outdoor community planned activities, such as farmers markets, walk-in movies (as we have designed the high-school with a large screen facing the park), family-friendly concerts, instructional events, firework shows, and other community functions.

Catalyst for development—The Edgemoor Team's proposed master plan for the site will not only provide critical uses for the community, but also will spur redevelopment of other neighboring parcels within the City of Falls Church. We anticipate that this project could be the catalyst needed to specifically redevelop adjacent and nearby parcels in the next 10 years. Our vision of the resulting developed massing of all properties is included in the **Appendix 5—Mason Market Master Plan**.

Urbanization/increased density—The Mason Market mixed-use development will be developed at a higher density and serve as a model of efficient land use, an alternative to suburban sprawl. It also will allow Falls Church to meet the current demand and

urbanization trend being experienced throughout the Washington, D.C. region and the country. The mix of proposed uses will promote a well-rounded community, similar in form and character to towns developed decades ago. This approach to community development encourages owners and occupants to continually reinvest economically and emotionally in their community. It is this reinvestment that will make it a sustainable development, harmonious with its neighbors and compatible with local development goals. This corner of Falls Church is an ideal location for increased density, given its proximity to major thoroughfares (I-66, I-495, Dulles Toll Road), frontage along Route 7, short walking distance to West Falls Church metro, and surrounding uses are largely commercial and educational (not immediately surrounded by single family residential developments).

Ability to better serve the needs of residents and new businesses—The aspects of the redevelopment plan have been determined based on the City's current appetite for retail, residential, and office space. Our plan delivers all of these elements in a way which seamlessly intertwines these uses, providing an area which can serve as a one-stop shop for citizen and visitor needs. Rather than traveling to Tyson's Corner for work or shopping, Mason Market will drive Northern Virginians to Falls Church for more of these needs.

Economic

Positive net fiscal benefit to the City of Falls Church—The Edgemoor Team includes local, independent analytics firm, Urban Analytics, who performed a fiscal and economic impact study on the mixed-use development. Urban Analytics found that the net fiscal benefit to the City of Falls Church from the full build-out and occupancy of the Mason Market project is estimated to be several million annually.

Positive economic impact to the region—Over the short-term (construction phase), the total economic impact to the region (defined as City of Falls Church, Fairfax County, and City of Fairfax) of developing the mixed-use project is estimated to be \$289 million in economic activity associated with construction spending outlays. These short-term outlays are estimated to create 1,277 new jobs over the development period with related personal earnings of \$56.59 million. Over the long-term (post-construction phase), the total economic activity associated with spending from residents and workers at the Mason Market project is estimated to be \$21.89 million annually. These long-term outlays are estimated to create 101 new jobs with related personal earnings of \$3.54 million. The estimated new, full-time equivalent jobs in the City of Falls Church supported by the full build-out and tenancy of the non-residential land uses at the proposed Mason Market project is estimated to be 1,309.

The complete report from Urban Analytics is included in Appendix 8: Mason Market Economic and Fiscal Impact Report.

In addition to the economic impact of the mixed-use project, the design and construction of the new high school will infuse millions of dollars into the region during construction and create hundreds of new jobs.

Environmental

Improved stormwater management—Approximately 40% of the larger 34.6 acre property is considered impervious area. Impervious area is land area covered by buildings, asphalt parking lots and roads, concrete sidewalks, tennis courts, etc. The area we are proposing to disturb during Project construction currently contains about five acres of existing buildings, parking, and sidewalks. The five acres of existing impervious area will be replaced with new roads, sidewalks, and buildings that are designed to capture and treat stormwater runoff using low impact development (LID) techniques and the latest technologies. These techniques include green roofs, bioretention measures and permeable materials. We aim for an ultimate improvement in stormwater capture and treatment on the land we disturb. The site redevelopment will adhere to the new, more stringent state stormwater management requirements, consistent with the recently revised City of Falls Church Stormwater Code.

Question 2g *Propose allocation of risk and liability for work completed beyond the agreement's completion date, and assurances for timely completion of the project.*

The Edgemoor Team has a long and successful history with the City of Falls Church. Edgemoor partnered with the School Board and City to swiftly find the location, design, and build the Mary Ellen Henderson Middle School in 2005 using the PPEA procurement process.

Edgemoor assumes the traditional development, design, and construction risks and liabilities for delivery of the new high school facility, subject to terms and conditions of a Comprehensive Agreement with the City. Edgemoor will serve as the developer for the new high school, under which Clark Construction Group will be the builder. Clark has a long history building new school facilities on-time and on-budget. Clark will provide a one-year standard warranty, to commence after substantial completion of the project, and longer warranties for certain elements of work such as the roof. Additionally, subcontractors will be bound by this warranty provision, and any others that might be specified, consistent with any special requirements. Additional warranties can be discussed and incorporated into the Comprehensive Agreement, if desired.

Question 2h *State assumptions related to ownership, legal liability, law enforcement and operation of the project and the existence of any restrictions on the public entity's use of the project.*

Project Ownership

The Edgemoor Team understands that the School Board owns the land we are proposing to develop and assume that our public partners in this venture will be both the School Board/FCCPS and the City of Falls Church. As such, we often use the terms interchangeably throughout our proposal. The new GMHS will be owned and operated by the School Board/FCCPS. Detail on the commercialization of the adjacent land and the proposed Project structure and financing is discussed in Section 3: Project Financing.

Please see **Section 1: Qualifications and Experience** for discussion of legal and organizational structure of the Edgemoor Team.

Legal Liability

The liability for the design and construction of the new GMHS will rest with the Edgemoor Team, while liability associated with school ownership will remain with the City of Falls Church. All design-build work will either meet or exceed current federal, state, and local requirements. The general contractors and certain subcontractors will be required to bond their work. All project team members will be required to provide insurance coverage. In addition, the designer will provide appropriate professional liability insurance. All design work will be submitted to the City/FCCPS for approval, and construction oversight by these public parties will be a part of the process.

Law Enforcement

The Virginia State Police, the City of Falls Church Police (and other jurisdictions if the school is located outside the City) will provide enforcement services as appropriate. Details will be addressed in the Comprehensive Agreement, as necessary.

Operation of Facilities

Upon delivery of the new high school by the Edgemoor Team, FCCPS/the City will own, operate, and maintain the facility. The Edgemoor Team can provide operation and maintenance should the City or FCCPS so desire. The City also will have full use of the infrastructure related to the adjacent Mason Market development, which will be operated and maintained independently by the various end-user groups described in our proposal.

Restrictions on Usage by Public Entity

We do not envision any restrictions on usage of the new high school once occupancy is granted, nor on the adjacent commercial development (subject to the terms of agreements with developers).

Question 2i *Provide information relative to phased or partial openings of the proposed project prior to completion of the entire work.*

Please refer to **Section 2f** on **pages 96-102** for detailed information relative to phased or partial openings of the proposed project (prior to completion of the entire work).

Question 2j *List any other assumptions relied on for the project to be successful.*

Our proposal is based on the following assumptions and clarifications:

- A Comprehensive Agreement signed with the City of Falls Church no later than January 2016
- The Comprehensive Plan amendment process and official rezoning of the land occur expeditiously and in-line with our proposed schedule
- Financial close on the school debt occurs by September 2016
- Our Conceptual Proposal is based on City, State and Federal codes and standards that are in place as of the date of proposal submission
- We are able to pursue fast-track design-build delivery, with intermediate submissions of key design packages, including but not limited to site work, foundations, structure, and other systems
- The City agrees with and supports our proposed Project structure and plan of finance
- There is sufficient utility capacity in the vicinity of the Project, and no new infrastructure *capacity* will need to be installed to service the new GMHS
- All permits and entitlements are issued in a reasonable time frame
- Other key assumptions can be found in **Section 3: Project Financing**

Question 2k *List any contingencies that must occur for the project to be successful.*

The following contingencies must occur for the Project to be successful:

- Rezoning of the parcel to our proposed commercial uses, or an acceptable alternative, must be approved in a reasonable time frame. Our financing plan and fiscal impact study is based on these specific densities and uses, so any modifications through the zoning process will affect the financing plan for the project
- Other key contingencies can be found in Section 3: Project Financing

4.

4. PROJECT BENEFIT AND COMPATIBILITY

4. Project Benefit and Compatibility

Question 4a *Identify who will benefit from the project, how they will benefit, and how the project will benefit the overall community, region, or state.*

There are many beneficiaries from the development of a new GMHS and surrounding commercial development, including:

- **Students/Parents**—One of the most important stakeholder groups is the current and future population of families who will receive a world-class education in a brand new, state-of-the-art school.
- **Faculty/Administration of GMHS**—A key beneficiary of a new high school will be the dedicated teachers and administrators who will be able to leverage the facility in a way that improves teaching and increases the pride they have in their workplace.
- **City of Falls Church Residents**—The new school reinforces the community's commitment to education, supporting property values since the school system's reputation is a significant driver of home sales. Additionally, Mason Market will be a vibrant, urban mixed-use development, allowing residents to shop, dine, work, and play.
- **State of Virginia**—The State will receive new tax revenue as a result of the Mason Market development.
- **Region¹** —The total economic impact to the region during construction of the mixed-use project is estimated to be \$297.4 million. These short-term outlays are estimated to create 1,314 new jobs over the development period with related personal

The Mary Ellen Henderson Middle School project (completed by the same key Edgemoor Team members)—the first project awarded in Virginia to build an educational facility under the PPEA—has benefited the Falls Church community by providing a new, technologically advanced flexible-learning environment, while also saving the school system two years of construction time and close to \$10 million.



¹Region defined as the City of Falls Church, Fairfax County, and the City of Fairfax

earnings of \$58.2 million. Over the long-term (post-construction), the total economic activity associated with spending from residents and workers at the Mason Market project is estimated to be \$22 million annually. These long-term outlays are estimated to create 101 new jobs with related personal earnings of \$3.6 million. The estimated new, full-time equivalent jobs in the City of Falls Church supported by the full build-out and tenancy of the non-residential land uses at the proposed Mason Market project is estimated to be 1,309. In addition to the economic impact of the mixed-use project, the design and construction of the new high school will inject millions into the region during construction and create hundreds of new jobs. The Edgemoor Team hired an independent analytics firm, Urban Analytics, to perform a fiscal and economic impact study on the mixed-use development, from which these numbers were derived.

■ **City of Falls Church and FCCPS**

- A highly experienced and capable team with a strong track record of public-private and K-12 school projects, including the successful completion of the City's Mary Ellen Henderson Middle School.
- A new, state-of-the-art high school with a financing plan which does not require a new general obligation bond issuance by the City or an increase in the property tax rate.
- A fully-vetted concept, including many end-user partners, for redevelopment of the newly available land in a manner which is not invasive of school functions and will serve as the spark for other well-planned and functioning adjacent development for the City.
- A team that will provide the day-to-day management of all aspects of development, reducing the burden on a City staff while permitting appropriate oversight.
- Many of our key team members are residents of the City and have long-standing relationships with the City Government and School system, which we believe will foster an extremely cooperative partnership.
- A preliminary fast-track schedule which delivers the project before the 2018 school year.
- The construction and operation of both the new GMHS and the adjacent Mason Market mixed-use project will be a major provider of employment, providing hundreds of jobs in Falls Church.
- Positive net fiscal benefit—the net fiscal benefit (tax and other non-tax revenues less expenses) to the City of Falls Church from the full build-out and occupancy of the Mason Market mixed-use project is estimated to equal to nearly \$3 million annually. Please refer to **Appendix 8: Mason Market Economic and Fiscal Impact Report** for more detailed numbers.

Question 4b *Identify any anticipated public support or opposition, as well as any anticipated government support or opposition, for the project.*

We expect the City of Falls Church and other regional governmental agencies and authorities to support the Project as it will ultimately better serve the citizens and community of the City and region. A new high school (GMHS) will better serve the City residents by providing a state-of-the-art facility that can grow with the expanding student population. We expect that community groups that support the school systems (PTA, Athletic Boosters, Band Boosters, etc.) to rally behind the Project since it will provide a wonderful school facility for decades to come.

Additionally, the adjacent commercial development, referred to throughout this proposal as Mason Market, will provide the setting for increased business opportunities for MBE/WBE/local and small businesses, as well contribute to the overall economic development and vitality of the City and County. Further, by implementing this project through the PPEA process, in the spirit of a public-private partnership, the City is able to achieve its goals faster and with reduced financial burden. Economic and other benefits associated with the Project are clear, and will help generate governmental support for the project at all levels.

While our team does not anticipate any public opposition at this time, we understand that any development project may raise local student/faculty/parent, neighborhood, and surrounding community concerns regarding construction impacts, traffic congestion, overall design character, appropriateness of scale and any of a number of other very legitimate issues. We are prepared to actively seek community input going forward, upon our selection as the City's partner for this very important Project.

Question 4c *Explain the strategy and plan that will be carried out to involve and inform the general public, business community, local governments, and governmental agencies in areas affected by the project.*

The Edgemoor Team will adopt a proactive approach to involve and inform the Falls Church City Public School and City Government, the local citizens, and businesses in the areas impacted by the project. This approach may include, but would not be limited to:

- Frequent communications with citizens groups, local businesses, and governmental agencies at all levels
- A speaker's bureau to inform groups about the improvement program (speakers could include Edgemoor Team representatives and public officials who are involved in the Project)
- Small community meetings to elicit community input
- Regular reports to the School Board and City Council

We are a locally-based team that includes numerous Falls Church residents. Additionally, we have widespread, recent, and successful experience working with community groups and building review committees in multiple jurisdictions. The community-input design process allows the designer, local citizens, and the owner to achieve the best possible building programs, guidelines, and designs. We believe that the most responsive and rewarding projects are created through a collaborative design process involving the owner, developer, design-builder, architect, end users, and community and governmental groups.

The Edgemoor Team has worked on several successful school projects (including the City's own Mary Ellen Henderson Middle School project) in jurisdictions that require the Schematic Design Process to involve biweekly meetings with a Building Planning Committee

We expect that community groups that support the school systems (PTA, Athletic Boosters, Band Boosters, etc.) to rally behind the Project—just as they did for the Mary Ellen Henderson Middle School project.



composed of teachers, parents, neighborhood, and community members and city/county council members. This engagement process can effectively and quickly develop project goals, alternative concepts, pro/con analysis, group consensus, and stakeholder buy-in.

We also have worked with procurement authorities and stakeholders in the past to involve and inform the broader community about projects throughout their development. Upon selection, our team is prepared to develop any necessary materials to best convey the intent of the development, the nature of the partnership, projected schedules, interim and permanent impacts and other vital issues to support the project, including efforts related to financing, entitlements, and general public relations.

A common focus that will be shared by all team members throughout Project implementation is our commitment to partnering, stakeholder engagement, and client satisfaction. Teamwork, cooperation, and proactive problem-solving are attributes that each Edgemoor Team member will bring to the project every day. We are committed to the successful completion of the Project and will utilize all means necessary to achieve this commitment.

Question 4d *Describe the anticipated significant benefits to the community, region or state, including anticipated benefits to the economic condition of the City and whether the project is critical to attracting or maintaining competitive industries and businesses to the City or the surrounding region.*



The Edgemoor Team sees this Project as a significant catalyst for continued development within the City of Falls Church which will provide immense economic benefits in both the long-term and short-term. We believe it is critical to delivering a new, state-of-the-art high school as well as attracting and maintaining businesses to the City of Falls Church. The Edgemoor Team retained an independent third-party research and analysis firm, Urban Analytics, from Alexandria, VA, to study and forecast the fiscal and economic impacts to the City and the region. The entire Urban Analytics report is located in **Appendix 8: Mason Market Economic and Fiscal Impact Report**.

In the report (The Economic and Fiscal Impacts of the Proposed Mason Market Project in the City of Falls Church), the region is defined as the geographic area of Fairfax County plus the City of Falls Church plus the City of Fairfax, Virginia. ² Urban Analytics concludes that the economic benefits generated by developing Mason Market will contribute to the overall vitality of the defined region. The findings of the economic impact analysis are outlined below:

- Over the short-term (construction phase), the total economic impact to the defined region of developing Mason Market is estimated to be \$297.4 million in economic activity associated with construction spending outlays
- These short-term outlays are estimated to create 1,314 new jobs over the development period with related personal earnings of \$58.2 million
- Over the long-term (post-construction phase), the total economic activity associated with spending from residents and workers at Mason Market are estimated to be \$22 million annually
- These long-term outlays are estimated to create 101 new jobs with related personal earnings of \$3.6 million
- The estimated new, full-time equivalent jobs in the City of Falls Church supported by the full build-out and tenancy of the non-residential land uses at the proposed Mason Market project is estimated to be 1,309

Urban Analytics studied only the Mason Market mixed-use project. However, in addition to the positive economic benefits from Mason Market noted above, the new GMHS will inject millions into the local economy and create hundreds of jobs itself.

Sources: City of Falls Church FY2015 Proposed Budget
City of Falls Church General Fund-Five-Year Financial Forecast
"FY2014 Year-End Report & Financial Condition Report", Sept. 15, 2014 by Richard A. LaCondre

Rules based on "City of Falls Church Fiscal Policies" - Resolution 2011-45

1. Annual debt service expenditures for all General Fund supported debt shall not exceed 12% of total General Fund operating expenditures, including school board transfer and debt service
2. At least 25% of total debt will be repaid within five years and at least 50% of total debt within ten years.

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Project Debt Service	\$4,305,353	\$4,330,841	\$5,014,124	\$5,732,169	\$6,445,181	\$7,250,403	\$7,606,058	\$9,500,000
Existing Geni Fund Op Ex	\$72,269,586	\$75,579,675	\$78,599,664	\$83,669,664	\$88,669,153	\$94,695,365	\$100,239,690	\$107,636,177
Annual Debt/Op Ex	5.96%	5.73%	6.38%	6.85%	7.24%	7.66%	7.59%	8.83%
12% of Op Ex	\$8,672,350	\$9,069,561	\$9,431,960	\$10,040,298	\$10,679,658	\$11,363,444	\$12,028,763	\$12,916,341
Remaining Debt Available	\$4,366,997	\$4,738,720	\$4,417,836	\$4,308,129	\$4,234,477	\$4,113,041	\$4,422,705	\$3,416,341

*Assumption: Figures taken from "FY2014 Year-End Report & Financial Condition Report", Sept. 15, 2014 by Richard A. LaCondre

In addition to a significant economic contribution to the region, the Mason Market mixed-use project will result in a net positive fiscal impact for the City of Falls Church equal to \$3.0 million annually at full build-out (\$7.6 million annually in tax and other non-tax revenues less \$4.6 million annually in expenses to the City of Falls Church). Overall, it is estimated to generate \$1.64 in City revenues for every \$1.00 in City expenditures. For more detail on the economic and fiscal impacts of Mason Market, refer to the full report in **Appendix 8: Mason Market Economic and Fiscal Impact Report**.

Question 4e *Describe compatibility with the local comprehensive plan, local infrastructure development plans, the capital improvements budget, or other government spending plan.*

The Edgemoor Team believes the Project is compatible and in-line with the City's vision for the site. The delivery of a new GMHS without requiring any additional financial burden on FCCPS/the City should certainly be compatible with the plans and budget of the City. Additionally, since the new GMHS will be built largely within the same footprint of the current high school (and with a much smaller footprint), we view the school portion of our proposed Project as only beneficial, and compatible on all levels with the City's plans.

We also have presented a commercialization plan for the existing parcel of land that will completely pay for a new GMHS. A new school simply funded by Falls Church through general obligation bonds or lease revenue bonds would likely require all of the City's remaining debt capacity plus a possible increase in the City's Property Tax rate. Our proposed Project structure hinges on the principle that the City wishes to neither utilize all of its remaining debt capacity nor increase its Property Tax rate, but instead keep such debt available for future capital projects (such as a new City Hall or Police Headquarters).

As for the local comprehensive plan and infrastructure development plans, the City's Comprehensive Plan would need to be modified to allow for a mixed-use commercial development on the site. However, the City has already envisioned allowing commercial uses on the site and we believe our proposal is in line with the City's expectations. The proposed uses in our redevelopment plan have been determined based on the City's current appetite for retail, residential, and office space.

There are not currently any residential or commercial uses within the site's boundaries. However, the City has signaled its intent to develop up to 30% for economic development purposes, leaving no less than 70% of the site for a new high school and associated facilities. The parcels have not been zoned by the City and do not have a Future Land Use designation in the City's Comprehensive Plan as yet. All of the new area added to the City was automatically rezoned to R-1A Residential upon being added to the City due

²This is the geographic area that the U.S. Department of Commerce, Bureau of Economic Analysis (BEA) defines as the region for the purpose of generating and reporting input-output multipliers.

to a provision in the City Zoning Ordinance (§48-205.c). The property will need to be rezoned by City Council following review by the Planning Commission. Our proposal contemplates rezoning it to B-2 (Central Business District) with special exceptions.

Question 4f *Provide a statement setting forth participation efforts to be undertaken in connection with this project with regard to the following types of businesses: (i) minority-owned businesses; (ii) woman-owned businesses; and (iii) small businesses.*

As demonstrated on our past work for City of Falls Church, the Edgemoor Team is committed to the meaningful participation of minorities, women, and local Falls Church/Virginia residents and firms. We have a proven track-record of exceeding diversity goals on multiple projects throughout the region. Our commitment to MBE/WBE/Small Business goals extends beyond the completion of this, or any other, project and is directed toward long-term employment, capacity building, and personal development of all MBE, WBE, small, and emerging firms involved on the project. We intend to continue this legacy of inclusion by employing a robust **Diversity Plan**, which will incorporate all aspects of community outreach, capacity building, compliance monitoring, and workforce hiring initiatives for the Project.

Minority-Owned Businesses/Woman-Owned Businesses/Small Businesses Participation Approach

As part of our Diversity Plan, the Edgemoor Team will finalize a comprehensive MBE/WBE Subcontractor Utilization Plan which details a roadmap to exceeding the MBE and WBE goals established by the City of Falls Church for this project. Many of these opportunities will be dedicated to small businesses and emerging firms through unbundled bid packages and subcontracts.

The entire Edgemoor Team has a proven track record of results and an unwavering commitment to creating meaningful opportunities for small, local, and minority businesses. We also have a track record and commitment to leveraging major projects as means of growing those businesses' capacity for the long-term. The Edgemoor Team recognizes the importance of partnering with the City of Falls Church, the State of Virginia, and the local community to build an enhanced local and minority business capacity while we



are building the Project. Our commitment starts at the top of our organization and is carried out on our projects across the nation. We recognize that our success is built on the hard work and success of our subcontractors, many of whom are small, local, and minority-owned.

As an essential element in the Project process, we will establish and implement an innovative, ethical, and goal-oriented program that serves the City and the local community. The Edgemoor Team's commitment to a comprehensive program for small, local, and minority businesses will ensure that maximum opportunities exist for such firms. As a locally-based team, we have a vested interest in the Project's success and our goal is to play a positive role in the development of the City of Falls Church and our community.



Job Creation for Virginia Residents

As with all of its local projects, Clark Construction will actively solicit the participation of Virginia subcontractors to perform the trade work. This will lead to positions ranging from simple labor to project management and superintendence. Clark Construction is committed to working with the City of Falls Church and the Commonwealth of Virginia to achieve any participation goal for Virginia-based firms that may be deemed appropriate.

Outreach Events

With the City's approval, the Edgemoor Team will participate in and host a number of outreach events during the early phases of the Project. These conferences serve as an effective "boots-on-the-ground" and personal way to promote meaningful MBE/WBE/Small Business participation, connect MBE/WBE firms to large business subcontractors, and reach out to the general public about the Project.

Networking Meetings

Networking Meetings (or meet-and-greets) offer networking opportunities among primary contractors, local agencies, and MBE/WBE/Small Businesses. These meet-and-greets are open to all trades, as well as the community at large, and are designed to generate broad awareness about the project and MBE/WBE participation goals. Meet-and-greets also serve as a channel for two-way communication between the community and our Project team and key staff members.

Business Opportunity Conferences

The Edgemoor Team will host Business Opportunity Conferences early in process, which will allow representatives of local MBE and WBE firms to meet with representatives of the team and other non-minority subcontractors interested in the Project. The goal of these events is to provide an opportunity not just for networking, but to convey important information to local businesses about subcontracting opportunities, whether they be 1st-tier, lower-tier, or joint-venture opportunities. We invite large subcontractors to join our Clark estimators and preconstruction specialists at these events so they can meet with the MBE/WBE firms and exchange information.

Outreach Event Goals

Our team's goals during our various outreach events include:

- Generate awareness about the project and the MBE/WBE/Small Business subcontracting participation goals
- Generate dialogue and teaming opportunities between large prime subcontractors and DBE subcontractors and suppliers
- Introduce the Edgemoor Team
- Present information concerning our entire team and how to do business with us
- Provide overview of project scope, schedule, and bid package opportunities
- Establish communications between the local community and provide contact information for key project team members
- Review site logistics, staging, project rules and restrictions, and other conditions unique to the project
- Discuss bonding requirements and insurance requirements for the project
- Discuss assistance available to subcontractors

Clark's Subcontractor Development Group (SDG)

In 2009, Clark Construction Group created the Subcontractor Development Group (SDG) as a dedicated small business resource. Today the SDG serves a centralized, corporate resource to work with all Clark project teams to ensure the accuracy of small business tracking and to enforce our top-down commitment to goal attainment.

Clark's Strategic Partnership Program (SPP)

Eight years ago, in response to the lack of training and development programs for small businesses in the construction industry, Clark developed the Strategic Partnership Program in coordination with the Tuck School of Business at Dartmouth College. The intensive, five-month program is designed to supplement the capabilities of local, small, and/or disadvantaged businesses in the metropolitan areas in which Clark works. Clark is the only general contractor in the Mid-Atlantic and Western Region to sponsor such a program.

